

U.S. Agency for International Development

Results Review and Resource Request (R4)

LAC Regional Program

FY 1998 - FY 2000

February 27, 1998

I. OVERVIEW AND FACTORS AFFECTING PERFORMANCE

Summit of the Americas

Since 1994, the Summit of the Americas process has been the Latin American and Caribbean (LAC) Bureau's most important foreign policy objective and has been high on the list of critical U.S. national interests for the region. The first Summit in Miami in 1994 and the subsequent Bolivia Sustainable Development Summit in 1996 have guided the efforts of the LAC Bureau's Regional Sustainable Development Office (RSD). Implementation of the Summit recommendations and the partnerships created have influenced our programs and

stimulated new approaches to development in the Hemisphere. The Second Summit of the Americas, to be held in Santiago this April, will again set the pace for development initiatives in the region.

The Summit Process

In December of 1994, 34 nations of this Hemisphere ratified a common plan of action with a decidedly development focus to work towards economic integration, deepen democratic trends, decrease poverty and improve the environment. Since that time, the countries of the Hemisphere have worked toward harmonizing their foreign and domestic development agendas. The coming Santiago Summit of the Americas reaffirms the strong commitment of these countries to cooperation on sustainable development challenges facing the region.

With preparations for the Santiago Summit nearing completion, attention is turning to the future of Summitry in the Americas. Several countries, including the U.S. strongly endorse "institutionalization" of the Summit process, calling for increased attention to monitoring progress toward Summit goals and a more clearly defined approach to formulating the agenda for future meetings.

For the LAC Bureau, and LAC/RSD specifically, institutionalization of the Summit process is both a great challenge and a great opportunity. Through the Summit, countries commit themselves to assist each other and work with institutions at a regional level to address common problems. LAC/RSD, through its technical expertise and limited program budget, works with other USG agencies, the multilateral banks, the OAS, and PAHO to shape the development agenda articulated in the Summit Plans of Action. As a direct result of these efforts, the LAC Bureau is able to mobilize resources toward critical Summit goals far in excess of those available within the USG. Education is but one example. Through the work of LAC/RSD and our many partners within the USG and in the PVO community, Santiago is now being referred to as the Education Summit. This will significantly raise education as a development priority throughout the Hemisphere and help focus countries and regional institutions on a select series of effective investments aimed at improving educational outcomes.

The Santiago Summit is the culmination of a year-long effort of Presidential engagement in hemispheric affairs. At this Summit, the heads of state of the 34 democracies in the region will gather for two principal objectives. First, the leaders will assess the progress that has been made in promoting hemispheric cooperation and integration since the Miami Summit. Second, the leaders will set forth certain regional initiatives that can be accomplished over the next three to five years. These initiatives will focus on a "second generation" of reforms aimed at deepening the trend toward democratic governance in the region and removing the barriers to the participation of the poor in the national life of their countries. To a large degree, LAC/RSD's extensive staff work and leadership have helped to shape this agenda and ensure that these second generation concerns will be front and center in Santiago.

Second Generation of Reforms

While there are some positive trends in the region this year in both the economic and political spheres, a second generation of political and economic reforms is necessary to consolidate the democratic transition, reduce high poverty levels, change the region's markedly unequal distribution of income, and provide for environmentally sustainable economic growth.

Despite the region's record economic performance this year--5.4% average growth rate and 11% inflation, there are some worrisome signs, particularly with regard to foreign investment and export growth. Moreover, continued high unemployment, deteriorating wages and reduced consumption are trends that exacerbate the already pronounced degree of inequality in the region. While the broad macroeconomic policies put into place over the last decade are working to restart economic growth in the region, there is still concern that the Asian financial crisis will have negative repercussions on trade and capital movements. The challenge now facing the region is to transform the 1996-1997 economic recovery into sustained and shared growth.

In addition to completing the macroeconomic agenda and continuing steps to achieve the Free Trade Area of the Americas (FTAA) by the year 2005, second generation economic reforms will underscore the importance of removing barriers that deny the poor access to economic opportunity and putting in place the proper incentives for sound use of the natural resource base. Access to credit and other financial services as well as secure title to land and other property are necessary to reduce poverty and end discriminatory practices based on gender, ethnicity and race. The Santiago Summit will also support efforts to ensure that the poor have access to quality health care and that workers are given decent wages and working conditions.

In the political arena, despite the fact that civilian governments are being elected at national, state and local levels in almost every country, and electoral politics in the region is largely respectful of constitutional norms, the democratic transition still has a long way to go. Democratic governance--reflected in the rule of law, transparency, accountability, representation, and participation--needs to be consolidated throughout the region. These reforms will not happen without unrelenting efforts to shore up countries' legal systems as well as scrutinize and reform all elements of their political systems. Needed reforms include: strengthening rule of law, decentralizing and extending democratic practices to local and subnational governments, improving the capacity of local governments and municipalities to provide basic services, creating conditions for a vibrant civil society, and ensuring freedom of the press.

All of these reforms depend on an increased investment in human capital. There is a consensus in the region that improving the quality of education is vital for economic growth, social advance and bolstering democracy, and it is key to reducing the inequality of incomes that characterizes the Hemisphere. Hence, a highlight of the Santiago Summit will be activities that: strengthen the teaching profession, assure adequate investment at the primary and secondary school levels, provide local communities with more control over school decisions, and promote the establishment and monitoring of standards for educational

performance--all important factors in improving the quality of education. These action items will reinforce the commitment made in Miami to achieving 100% primary school completion rate by the year 2010.

LAC Regional Program

In FY 1999 and FY 2000, the LAC Regional program will continue to implement the directives of the Miami and Bolivia Summits and is positioned to advance the Santiago Plan of Action. LAC/RSD staff has been actively providing leadership and advice to that agenda while also fine-tuning its own regional activities to be more in sync with Summit goals and objectives. As a result, several new initiatives--in education, microenterprise, property registration, food safety, decentralization, judicial training, anti-corruption and labor--are being designed. While our Summit participation has taken enormous energy in the face of a demanding regional portfolio, personnel shortages and other competing requests for staff expertise, it is, nevertheless, a rare opportunity to identify the principal economic, social and political issues for the region and to help determine the hemispheric agenda for the 21st century.

The LAC Regional program will also continue to work in collaboration with key regional institutions, such as the Organization of American States (OAS), the Inter-American Development Bank (IDB), the Pan-American Health Organization (PAHO), the Inter-American Institute for Human Rights (IIDH) and other regional non-governmental organizations (NGOs), as well as with local NGOs and governments, to strengthen their ability to respond rapidly and effectively to the Summit action items. Our relationships with these institutions are longstanding, and we have developed effective mechanisms for collaboration. Similarly, donor coordination is an area of increased attention as we forge closer bonds with the European Union (EU), in the framework of the Working Group on Democracy in Latin America and the Transatlantic Agenda as well as with the Japanese in the context of our Common Agenda.

II. PROGRESS TOWARDS OBJECTIVES

Objective Name	Rating	Evaluation findings
SO 1: Hemisphere Free Trade	Met	Evaluation scheduled for later in FY 1998
SO 2: Improved Human Resource Policies	Met	To be scheduled later
SO 3: Health Services and Policy Interventions	Met	Evaluation of vaccination program scheduled for FY 2000; mid-term evaluation for maternal mortality scheduled for late 1999.
SO 4: Protection of Parks and Reserves	Met	Evaluation in process
SO 5: Democracy	Met	To be scheduled later
SpO 6: Training of Leaders and Potential Leaders	Met	No evaluation planned
Percent funding through NGOs and PVOs: FY 1998 35%; FY 1999 30%; FY 2000 28%		

Selected Highlights of LAC Regional Accomplishments in FY 1997

Broad-Based Economic Growth and Agriculture Development Encouraged

Support to ACCION International has enabled access by indigenous NGOs to local financial markets. Local ACCION affiliates continue to provide credit to microentrepreneurs who would otherwise not have access to the local financial market, a critical tool for alleviating poverty.

A Memorandum of Understanding was signed with CARICOM for Caribbean economic diversification. The agreement will help ensure equitable participation of smaller-economy countries and small and medium-sized enterprises in the FTAA.

Based on LAC Regional program study, property boundary identification technology was used in Ecuador to ameliorate the potential for conflict between indigenous populations and concessionaires over trade-related natural resources.

Democracy and Good Governance Strengthened

Success in strengthening the Inter-American Democracy Network is demonstrated by Participa's ability to organize civil society organizations in LAC to discuss the Santiago Summit agenda. Language drafted at the meetings was retained in the Summit initiative for civil society virtually word for word--a testament to Participa's credibility as a capable and serious actor in civil society and its ability to gain access for itself and others to government decision making.

The Inter-American Institute for Human Rights has been strengthened and now makes significant contributions to the protection and promotion of human rights, including women's rights, and the consolidation of democracy in the LAC region.

Human Capacity Built through Education and Training

The LAC Regional program sponsored research and analyses on education standards and student assessment which have helped to crystalize debate in LAC on this cutting edge issue for education reform. As a result, attention to this issue is a key feature of the education action plan being prepared for the Santiago Summit.

Ninety percent of the graduates of the Advanced Training in Economics program are serving in key government offices, as directors of Central Banks, heads of ministries, as well as in important positions in the private sector.

World Population Stabilized and Human Health Protected

As a result of the LAC Regional program, immuno-preventable diseases are no longer the major causes of morbidity/mortality. Vaccination coverage rates for all vaccines have increased to roughly 90% in four of eight target countries.

Seven of the eight target countries have officially adopted Integrated Management of Childhood Illnesses for their child survival programs and are actively developing country plans and strategies for its implementation.

The World's Environment Protected for Long-Term Sustainability

The Parks in Peril program has significantly improved protection of 29 parks covering over 22 million acres in 12 LAC countries. These 29 sites include representative samples of 27 of LAC's 55 globally-important ecological regions and 9 critical mangrove habitats. Of these, 13 sites, covering nearly 10 million acres, graduated from the program and are now independently, functioning protected areas. The program leveraged over \$40 million of non-USAID funds for park management in LAC.

The Hemispheric Free Trade Expansion project launched an internet program for eight LAC countries to make national and international environmental policies and regulations readily available to citizens, potential investors, and other stakeholders.

Cross-cutting

LAC/RSD's extensive staff work and leadership have helped shape the Santiago Summit agenda and ensure that "second generation" reforms will be front and center in Santiago. The Summit will set the pace for development initiatives in the region over the next several years. The U.S.-Brazil Partnership for Education is another example of LAC/RSD's leadership and involvement in key U.S. national interests.

Strategic Objective 1: Progress Toward Resolving Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere

SO Rating: Met Objectives

1. Performance Analysis

Strategic Objective (SO) 1 responds to U.S. interests in national security, economic prosperity, and environmental protection, supporting the Miami Summit's commitment to establish the FTAA by 2005, and to make trade liberalization and environmental policies "mutually supportive." The SO advances U.S. interests in labor and promotes sustainable trade in LAC by combining sound environmental policies, market-based incentives, and transfer of U.S. environmental technologies. Overall, the SO addresses the risk of trade diversion (i.e., smaller-economy countries and small and medium-sized producers losing markets where they cannot compete in the face of globalization) and the challenge of trade creation (i.e., gaining markets based on building trade competitiveness).

To address the challenge of trade creation, SO 1 focuses on key trade-related equity and environment issues that constrain the progress of LAC countries and subregional trade blocs toward full participation in the FTAA process. Regarding **equity** issues, the SO advances resolution of three key issues: (1) trade liberalization issues, that is fostering the trade policy reforms essential for country or subregional trade bloc membership in the FTAA; (2) trade and labor issues, that is encouraging enforcement of core labor standards and adoption of progressive win-win management of labor through interest-based negotiation; and (3) trade and market participation, that is, promoting greater participation of small and medium-sized producers in the emerging FTAA. On the **environment** side, the SO examines the impacts of expanded trade on the environment with a view toward minimizing potential negative consequences and maximizing potential positive effects. It does this by addressing policy, technology, and investment issues in select economic sectors.

Despite major funding reductions and delays in procurement throughout FY 1996 and FY 1997, significant SO progress was achieved and 1997 targets have been met. The SO-level equity indicator targeted the Caribbean subregion for progress. Successful advances were made in the areas of customs reform, sanitary and phytosanitary measures, microenterprise, property registration, trade negotiations, workforce planning, among others. The SO-level environmental indicator targeted the Andean Pact subregion, but also made significant impact in other subregions as well. Through multi-country analysis and regional fora, SO 1 increased awareness and understanding by policymakers, industry leaders, investors, and other stakeholders of key environmental issues for several industries, including: metal ore mining, food processing, and tanneries in the Andean countries; forestry in Central and South America; shrimp aquaculture in Central America; and tourism in the Caribbean.

Progress is highlighted in terms of three broad themes, as follows:

Summit of the Americas. In addition to implementing the Miami and Bolivia Summit Plans of Action, LAC/RSD played a leadership role by drafting the U.S. Government (USG) policy position for two action items--microenterprise and property registration--which are critical to accelerating "second stage reforms" for poverty alleviation in the LAC region. The U.S. Agency for International Development (USAID) has been designated the responsible USG agency to implement the Summit's property registration initiative and will be actively involved in the labor and microenterprise areas as well.

Equitable participation in trade. SO 1 helps ensure that smaller-economy countries and small and medium-sized producers in LAC participate fully and equitably in the FTAA process. This is accomplished by working with and through non-sovereign LAC trade blocs, which are also referred to as subregions. To date, many activities have focused on the Caribbean Community Common Market (CARICOM). Working in concert with other key USG agencies, LAC/RSD crafted the USAID-CARICOM Memorandum of Understanding for Caribbean Economic Diversification, which responds to CARICOM's needs. This activity funds technical assistance to support the transition of the FTAA process from the assessment phase to a negotiation phase that is based on cooperation rather than confrontation. In the Eastern Caribbean, small and medium enterprises are gaining access to credit in support of the Presidential Initiative for the Windward Island countries. In support of the President's 1997 Initiative on Food Safety, LAC/RSD is collaborating with the Food and Drug Administration and U.S. Department of Agriculture (USDA) on a Caribbean food safety initiative.

Models to leverage resources and donor collaboration. In light of the reality of limited funds, LAC/RSD made the strategic decision to use its resources to influence other donors' policies, practices, and resource allocations in support of the FTAA process. Ultimate success is achieved when a third party (government, non-government, or donor) champions an issue for further progress. For example, LAC/RSD used its strong working relationship with the IDB to help secure their pledge of long-term capital assistance to modernize labor ministries throughout the LAC region. Similarly, in capital markets, LAC/RSD's grant to ACCION International mobilized large amounts of private capital for loans to microentrepreneurs, many of whom are women.

Intermediate Result 1.1: Trade Liberalization

This Intermediate Result (IR) is advanced through building country and subregional awareness of, and interest in, making trade policy reforms as well as through institutional support to the FTAA process. The ***FTAA Policy Reforms*** component helps smaller-economy countries to access USG technical assistance to promote policy reforms in customs, competition policy, and sanitary and phytosanitary measures. Progress has been made in each of these three areas. In customs reform, regional workshops raised country-level awareness of and interest in important customs issues, including customs valuation, automation, and integrity/fraud. This laid the foundation not only for a hemispheric customs reform workshop to be conducted in 1998 by the U.S. Customs Service (USCS), but also for the IDB to consider using funds to

accelerate customs reform throughout the LAC region. LAC/RSD launched a major initiative to help CARICOM fulfill World Trade Organization (WTO) obligations in the sanitary and phytosanitary area. In competition policy, LAC/RSD helped Argentina and Brazil apply the competition policy protocol adopted by the Common Market of the South (MERCOSUR). Upon hearing about this activity, CARICOM requested similar assistance.

Under *FTAA Institutional Support*, LAC/RSD helped to ensure that smaller-economy countries participate in the FTAA process on a full and informed basis by: (1) compiling an inventory of trade discipline issues most needed by smaller-economy countries; (2) providing guidance to the OAS Trade Unit on an initiative to develop FTAA courses for trade negotiators; (3) exploring the potential for a Caribbean Trade Network, to provide countries with up-to-date information on WTO and FTAA obligations; and (4) undertaking an agricultural competitiveness study.

Intermediate Result 1.2: Trade & Labor/Management Relations

This IR focused on structuring new alliances to advance awareness of labor issues in the Summit process. New partnerships evolved around a common agenda to promote enforcement of local labor standards. LAC/RSD has used short-term technical assistance to leverage larger long-term capital assistance from our regional development partners. Tactically, the IR deleted its efforts for *policy reform* advances in favor of focusing on practice advances. This afforded LAC/RSD a niche for working with non-sovereign trade blocs not currently being served by other parts of USAID.

USAID is partnering with the IDB and the U.S. Department of Labor (DOL) to strengthen labor ministries to enforce their respective labor laws. An early result is IDB's establishment of a regional loan facility for the Central American Common Market (CACM) countries to finance strengthening of Ministries of Labor. This grew out of an IDB workshop on labor ministries' role in labor markets in the context of globalization. LAC/RSD funded a workforce planning study for the workshop which was distributed to each labor minister and is also featured on the OAS website. A similar study focusing on the Caribbean was launched to develop post-Summit interest in labor issues.

The LAC Regional program has had several successes in the area of *labor/management practices*. The DOL trained a cadre of inspectors on enforcement issues in Paraguay and developed a Labor Inspectors Manual that was distributed to other LAC Ministers of Labor, both of which influence labor policies throughout MERCOSUR. In Ecuador, the Federal Mediation and Conciliation Service (FMCS) introduced tripartite interest-based negotiation to resolve labor disputes, which is subsequently being institutionalized by an indigenous NGO with the potential for replication of this new model throughout the Andean Pact subregion. MERCOSUR has also shown interest in this activity as the subregion begins to address labor standards enforcement. As a follow-up, LAC/RSD is collaborating with the OAS and FMCS to replicate this model as an alternative form of dispute resolution. These new models are being integrated into SO 1's programming and are also being applied by the Guatemala Mission's Central America Program (USAID/G-CAP) and the Global (G) Bureau.

Intermediate Result 1.3: Trade & Market Participation

With respect to market participation, the Summit action items on property registration and microenterprise will impact directly on small and medium-sized enterprise participation in expanded hemispheric trade and economic integration.

Capital Market Participation gains were made in each targeted group: micro, small, and medium enterprises. Partnerships and models leverage scarce economic growth funds in limited-presence Missions and establish a "post presence legacy" in non-presence countries. These models will be replicated in FY 1999 and FY 2000.

ACCION International directly addressed the challenge of transforming non-profit organizations that serve as micro-credit providers into formal financial institutions capable of competing for commercial funding. Technical assistance has been provided to 18 affiliates in 11 countries with a combined customer base of over 676,000 microentrepreneurs, most of whom are women. With this assistance, ACCION has moved its network of affiliates from donor dependence to a self-sustaining financial base of private and public funding. New financial instruments were introduced to facilitate the transition of NGOs into micro-banks. Successes include BancoSol (Bolivia) and Finansol (Colombia) with an ongoing effort with MiBanco in Peru. All have become independent, regulated banks that serve only microenterprises.

A partnership with the IDB enabled LAC/RSD to advance a shared Summit of the Americas goal for the Eradication of Poverty by leveraging \$200,000 in our technical assistance to mobilize \$15 million from the IDB for its microenterprise activities in the three poorest states of southern Mexico. Linking the Summit and a new Presidential Initiative in the Eastern Caribbean for micro and small enterprises, LAC/RSD, through a \$50,000 Loan Portfolio Guarantee program with the Royal Bank of Trinidad, mobilized \$2 million in new credit for first-time borrowers in the four Windward Islands.

Property Market Participation is also a highlight of the Santiago Summit. The property registration action item, developed by LAC/RSD, was endorsed by 34 countries as key to ensuring that larger numbers of rural and urban poor have greater access to economic opportunity. The USG (with USAID as the lead agency) has responsibility for the implementation of this action item. In partnership with Peru's Institute for Liberty and Democracy (ILD), LAC/RSD will provide leadership and technical support in property registration to a hemispheric network of private sector-based property registration service providers. This effort will be complemented by building a partnership with the IDB and the World Bank to guide and accelerate multilateral funding for registering small and medium-sized property holdings.

LAC/RSD's leadership role in designing this action item was based on its experience in fostering transparent and decentralized private sector participation in property registration through SO 1. In Ecuador, property boundary identification technology was used to ameliorate the potential for conflict between indigenous populations and concessionaires over trade-related natural resources. Along the same theme of improving trade by establishing

indigenous property rights, a comparative analysis of tropical forest management systems in Bolivia demonstrated the potential of certified forest management to foster greater indigenous people's access to lucrative international markets for certified wood products. As a result of property identification and certification, Bolivia's Chiquitano tribe, who had never exported before 1996, was expected in 1997 to quintuple its income from certified wood exports.

Intermediate Result 1.4: Trade and the Environment

The relationship between trade and the environment presents a contentious set of issues that has not yet been adequately analyzed or understood. Some in the U.S. fear that weak environmental standards and enforcement will allow LAC countries to produce goods more cheaply, providing them with an unfair competitive advantage. Within the environment community there is also a general, though untested, concern that lowered trade barriers will necessarily result in greater pollution and exploitation of natural resources. Many LAC countries fear they have neither the technology nor capital resources for meeting higher environmental standards and remain competitive. To address this concern, LAC/RSD seeks to: (1) demonstrate that good environmental management--including pollution prevention and sound natural resource use--provides significant economic benefits; (2) help LAC industries respond to increasing consumer preferences for eco-products and to international voluntary environmental standards; (3) achieve an appropriate balance between environmental regulations and market-based economic instruments to support the "greening" of private investment and environmental compliance; and (4) facilitate public-private partnerships and transfer of U.S. technologies and expertise.

LAC/RSD supported the first comprehensive analysis of trade and environment issues for the LAC region by the World Resources Institute, which provides crucial input for the April 1998 Hemispheric Trade and Environment meeting to be hosted by the Government of Costa Rica. The study identified key industries for which increased trade could lead to negative environmental effects, including but not limited to, forestry, mining, shrimp mariculture, food processing, and tourism.

In each industry identified above, LAC/RSD pursues reforms in terms of three distinct elements--legal/policy, technology/practices, and investment--leading to integrated models for sustainable trade that can be disseminated and replicated. Our efforts with the tourism industry represent a FY 1997 success. LAC/RSD collaborated with USAID/Jamaica to develop a model environmental management system for the hotel industry to meet ISO 14000 environmental standards which is now being applied in Negril. In FY 1998, we are supporting additional policy and investment analysis to disseminate this program throughout the Caribbean. Other LAC/RSD-funded models to expand environmentally sound trade are being developed, tested, and disseminated. In the mining sector, LAC/RSD is developing guidelines for mining policies, providing training on clean production technologies and practices, and analyzing market-based instruments to support the "greening" of investment in Chile and the Andean Pact countries.

Incompatibility of environmental regulations among nations or simple lack of information about country regulations also inhibit business investment and trade expansion. LAC/RSD has also initiated "Environment on Line," a database of several South American countries' environmental laws that will be accessible through the Internet. This effort is being coordinated with USAID/G-CAP's environmental program in Central America to establish the basis for a hemisphere-wide database system.

2. Expected Progress through FY 2000 and Management Actions

With the Santiago Summit's focus on the second generation of reforms for poverty alleviation, reforms in labor, property registration, and financial markets take on greater importance in helping to ensure equitable participation of small and medium-sized producers in the FTAA process. Accordingly, more attention and resources are required to implement IR 1.3 activities in microenterprise and property registration that will foster increased small and medium-sized producer access to trade opportunities.

At the same time, there is growing recognition of the need for an early reassessment of SO 1 and its associated Results Framework. This reassessment will appraise the SO and its mix of IRs in the light of U.S. foreign policy goals, Summit policy directions, past SO 1 achievements, and LAC/RSD budget limitations, in order to determine how USAID's contribution to advancing "second generation reforms" can be made even more effective. Nevertheless, given the USG's interest in improving trade in the Hemisphere, growing pressure on the smaller-economy countries to prepare for FTAA negotiations, and SO 1 accomplishments to date, there is high potential for SO 1 to continue to make significant progress toward its objectives. Moreover, this SO is the locus of several new Summit initiatives, including labor, microenterprise, property registration, and food safety, and care will need to be taken that the reassessment of the SO proceeds in a manner fully supportive of U.S. foreign policy and commitments.

IR 1.1: Trade Liberalization -- Accelerated progress on trade discipline reforms will be fostered in the target smaller-economy countries, including the development of a modernized customs system in a lead CARICOM country, development of a CARICOM competition policy protocol, and implementation of a Caribbean Food Safety Initiative that leverages other donor resources (e.g., IDB loans and EU Stabilization-of-Exports funds) in support of investments in food safety infrastructure and institutions. Other planned activities include: (1) a Caribbean agricultural trade policy network to support agricultural trade policy issue identification; (2) an assessment of hemispheric capacity to provide trade policy education; and (3) mechanisms established through the FTAA Secretariat and collaborative partnerships (e.g., with the IDB and OAS Trade Unit) to ensure the full participation of the smaller-economy countries in the FTAA process.

IR 1.2: Trade & Labor/Management Relations -- Interest-based negotiations training on labor issues will continue to be advanced through a partnership with the OAS and FMCS. The IR will foster increased subregional trade bloc interest in workforce planning issues and adopting WTO-consistent labor standards and enforcement policies. Further, LAC/RSD will work more closely with the G Bureau to ensure that the American Center for International

Labor Solidarity (ACILS) grant supports the resolution of issues attendant to trade and labor in the Hemisphere. Support for the President's Apparel Industry Partnership, is being considered.

IR 1.3: Trade & Market Participation -- In *capital market participation*, creative models to leverage limited USAID funding will be replicated (e.g., targeting multilateral and private funds). The IDB and LAC/RSD are co-sponsoring a Regional Microenterprise Conference in Mexico City March 26-28, 1998. This "Foro Interamericano de la Microempresa" serves to reinforce the IDB's internal commitment to its Micro 2001 program and will influence future activities funded by the IDB's Multilateral Investment Fund. Later in the year, LAC/RSD will host a follow-on conference to develop a plan of action for micro-credit institutions in the region reflecting agreements reached in Santiago.

LAC/RSD is also in the process of structuring a multi-year technical assistance agreement with the IDB. USAID assistance will be used to help NGOs and other informal/unregulated micro-credit providers to develop the capacity to receive assistance from the IDB and other sources of financial assistance, including the private sector. These efforts should dramatically increase the number of microentrepreneurs with access to financial services in the region. In the CARICOM subregion, a strategy will be developed for technical assistance to complement concessional and commercial capital investments aimed at small and medium-sized entrepreneurs.

In *property market participation*, a major property registration initiative in partnership with the ILD will be undertaken, including a hemispheric conference on property registration. A program of technical assistance to complement property registration will be introduced in partnership with IDB and the World Bank. The potential for a LAC network of regional conflict resolution centers will be explored to ameliorate conflict over concessionaires' access to, and use of, trade-related natural resources in indigenous lands and territories.

IR 1.4: Trade & the Environment -- Models integrating environmental policy, technology, and investment considerations will be developed, tested, disseminated, and adopted to support environmentally sound trade in the mining, food processing, shrimp aquaculture, tourism, and forestry sectors. Internet access to national and international environmental laws and standards will be established for governments, industry, investors, and NGOs in eight countries by 2000.

3. Environmental Compliance

No new initial environmental examinations (IEEs) are anticipated at this time.

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96 COUNTRY/ORGANIZATION: LAC Regional Program			
SO INDICATOR 1a: Number of subregions with at least one-third of the countries advancing toward resolving identified trade-related equity issues.			
MEASURE: Number of subregions SOURCE: Development partners in the Hemisphere. INDICATOR DESCRIPTION: Tracks the number of subregional trading blocs in which at least one-third of the countries are advancing toward resolving identified trade-related equity issues. COMMENTS: An "advance" is when one-third or more of the countries in a target subregion move forward on the progress continuum in a key trade-related equity issue. Targeted subregions are as follows: Smaller-economy countries in the following three subregions: Caribbean (CARICOM), Central America (CACM), and Andean Region (Bolivia and Ecuador). This indicator tracks advances in three trade-related equity issues: (1) FTAA Policy Reforms (trade liberalization); (2) Ministry of Labor enforcement of labor standards and private sector adoption of progressive labor/management relations through win-win interest-based negotiation; and (3) Small and medium-sized producer and enterprise participation in property and capital markets. *The FY 1997 target subregion is the Caribbean (CARICOM) **The target subregion(s) for the outyears will be determined based on: (a) the progress of SO 1 results in the Caribbean; (b) USTR and State Department guidance; and (c) the availability of funding in light of SO 1's planned reassessment in FY 1998.	YEAR	PLANNED	ACTUAL
	1995	0	0
	1996	0	0
	1997	1	1
	1998	1-2	
	1999	2-3	
	2000	3	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
SO INDICATOR 1b: Number of subregions with at least one-third of the countries advancing toward resolving identified trade-related environmental issues.			
MEASURE: Number of subregions SOURCE: Development partners in the Hemisphere. INDICATOR DESCRIPTION: Tracks the number of subregional trading blocs in which at least one-third of the countries are advancing toward resolving identified trade-related environmental issues. COMMENTS: An "advance" is when one-third or more of the countries in a target subregion move forward on the progress continuum in a key trade-related environmental issue. Targeted subregions are as follows: CACM, MERCOSUR (Bolivia and Paraguay), Andean Pact (Bolivia, Ecuador, and Peru). Increased awareness or understanding of trade and environment issues for targeted industrial export sectors (tanneries, food processing, metal finishing) was significantly advanced in the Andean Pact (Bolivia, Ecuador, Peru). Workshops were held on ISO 14000, economic benefits of clean technologies, and environmental management impact on competitiveness. Analysis is underway on policies, incentives and approaches to support the "greening" of investment and adoption of clean technologies.	YEAR	PLANNED	ACTUAL
	1995	0	0
	1996	0	0
	1997	1	1
	1998	1-2	
	1999	2-3	
	2000	3	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.

APPROVED: 23/08/96

COUNTRY/ORGANIZATION: LAC Regional Program

INTERMEDIATE RESULT 1.1: Progress by smaller-economy countries in establishing FTAA-consistent trade discipline reforms.

INDICATOR 1.1a: Number of smaller-economy countries, in the three target subregions, that are progressing toward adoption of FTAA-consistent business-facilitating reforms in key trade discipline areas.

Note: This indicator's wording is being changed to: "Number of smaller-economy countries, in the three target subregions, that are progressing toward adoption of FTAA-consistent reforms in key trade disciplines."

UNIT OF MEASURE: Number of countries times trade discipline areas

SOURCE: Information provided by partners in monitoring the implementation of SO 1

INDICATOR DESCRIPTION:

* Planned (targets) = # of identified trade disciplines areas times # of countries where in subject year IR 1.1.1 team will achieve an "advance" (awareness > interest > trial > adoption) along the progress continuum.

** Targets in 1999 and 2000 reflect having at least one country per trade discipline area at trial stage of trade discipline reform.

COMMENTS: Two trade discipline reform areas were targeted (Customs and sanitary and phytosanitary measures as below), although progress also was made in a third area (Competition Policy):

1. Customs and Rules of Origin - Inter-Agency Agreement (IAA) with U.S. Customs Service to foster country adoption of customs reforms. USCS is already pursuing discussions with IDB to mobilize non-USAID funding to foster smaller-economy progress on customs reform.
2. Sanitary and Phytosanitary - IAA with USDA/Animal Plant Health Inspection Service to foster country compliance with WTO sanitary and phytosanitary obligations.
3. ***Competition Policy - IAA with U.S. Department of Justice and the Federal Trade Commission to foster FTAA-consistent competition policy regimes. Although progress on competition policy was not targeted for 1997, opportunity arose to advance issue awareness in MERCOSUR (Argentina & Brazil) and lay foundation for technical assistance in CARICOM to impact on Belize, Guyana, Jamaica, Eastern Caribbean Windward Island countries (Dominica, Grenada, St. Lucia, St. Vincent & the Grenadines), and Trinidad and Tobago.

YEAR

PLANNED *

ACTUAL

1= Customs
2= SPS
3= Competition Policy

1996

0

0

1997

1. 12
2. 12

1. 12
2. 12
3. ***

1998

1. 12
2. 12

1999

1. 1
2. 1

2000

1. 1
2. 1

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.

APPROVED: 23/08/96

COUNTRY/ORGANIZATION: LAC Regional Program

INTERMEDIATE RESULT 1.1: Progress by smaller-economy countries in establishing FTAA-consistent trade discipline reforms.

INDICATOR 1.1b: Number of potential trade-related issues identified and adopted for action by appropriate FTAA stakeholders

Note: This indicator is being changed to: Number of advances in developing a permanent FTAA institutional support mechanism to foster the full participation of LAC smaller-economy countries in the FTAA process.

UNIT OF MEASURE: Number of advances in developing a permanent FTAA institutional support mechanism to foster the full participation of LAC smaller-economy countries in the FTAA process.

SOURCE: Information provided by stakeholders and partners.

INDICATOR DESCRIPTION: The intent of this indicator was to track IR#1.1 progress in identifying issues that require follow up action by appropriate FTAA stakeholders.

COMMENTS:

NA* Experience during FY 1997 proved this indicator to be unworkable, since supporting issue identification cannot predict in advance the number of issues that will be identified. Accordingly, the IR 1.1 team has changed this indicator to "Number of advances in developing a permanent FTAA institutional support mechanism to foster the full participation of LAC smaller-economy countries in the FTAA process," this indicator reflecting the recasting of this sub-intermediate result from "Issues Identification" to "FTAA Institutional Support."

During FY 1997, IR 1.1 made progress in both direct and indirect support: (1) direct support--compiling FTAA trade discipline issues matrix; (2) nurturing development of Caribbean Trade Network; (3) provided guidance to the OAS Trade Unit initiative to develop FTAA courses for trade negotiations; and (4) indirect support-- putting in motion a study on agricultural competitiveness in the Americas.

YEAR	PLANNED	ACTUAL
1996	NA*	3
1997	NA*	4
1998	3 Direct 3 Indirect	
1999	TBD	
2000	TBD	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 1.2: Progress toward improving modern labor/management relations in the Hemisphere.			
INDICATOR 1.2a: Number of policy advances in key issue areas.			
MEASURE: Policy advances. SOURCE: Development partners in the Hemisphere. INDICATOR DESCRIPTION: Establishing an international working group on labor (union-to-union) issues. COMMENTS: As a result of re-engineering, IR 1.2a was deleted from the HFTE project in 1997. The SO team has deferred to the Global Bureau's Democracy and Governance Center all union-to-union based activities on which this IR was original crafted. Policy coherence between the LAC and G Bureaus is maintained through shared objectives and the linkage of indicators at the regional level. Both LAC/RSD and USAID/G-CAP development agendas are meshed with those of the G Bureau. This is housed in the G Bureau's \$45 million grant with the Solidarity Center (formerly AIFLD) which includes an international working group on labor (union) issues housed within the AFL/CIO. LAC/RSD staff provides input, clearance and feedback to the G/DG staff on labor related policy work in our region. The establishment of the working group is the indicator. The signing of the G/DG grant with the AFL/CIO fully met the original targeted result of this IR in 1997. No results will be reported under the LAC Regional Program for 1998 and beyond.	YEAR	PLANNED	ACTUAL
	1996	0	0
	1997	1	1
	1998	N/A	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 1.2: Progress toward improving modern labor/management relations in the Hemisphere.			
INDICATOR 1.2b: Number of practice advances in key issue areas.			
MEASURE: Practice advances. SOURCE: Development partners in the Hemisphere. INDICATOR DESCRIPTION: Number of models replicated regionally. COMMENTS: Regional adaptation of country-level models exceeded targets as our relationship with non-sovereign organizations and institutions strengthened. These include: 1) MERCOSUR's acceptance and distribution to all members, of the Labor Inspectors Manual for Paraguay produced by the DOL. 2) Institutionalization by an indigenous NGO of the "interest- based negotiations" model used by FMCS in Ecuador and its potential replication in other Andean Pact countries. 3) Eastern Caribbean workforce planning study to be submitted to both the Organization of Eastern Caribbean States and CARICOM as a post-Summit deliverable. Each of these practice gains is tied to the Summit of the Americas process. They illustrate SO 1's influence on regional partners and their willingness to replicate successful models and are listed as the indicators. Future targets focus on new strategic alliances with the IDB/DOL and the OAS/FMCS to explicitly link our shared labor objective in the FTAA process with joint programming. Short- term USAID technical assistance will be used to facilitate long- term capital assistance from these regional institutions. Target levels for 1998 and beyond will depend upon the source of funding. Should SO 1 not fund this IR, then indicators will end at 1997.	YEAR	PLANNED	ACTUAL
	1996	0	2
	1997	1	3
	1998	2	
	1999	2	
	2000	1	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 1.3: Progress toward the adoption of improved policies, practices and technologies addressing key small and medium-sized enterprise trade issues.			
INDICATOR 1.3a: Number of policy advances in key issue areas.			
MEASURE: Policy advances (non-cumulative) SOURCE: Information provided by partners in the implementation of SO 1 INDICATOR DESCRIPTION: *Planned (targets) = # of identified practices or technology advances ["advance" (identification > awareness > interest > trial > adoption)] along the progress continuum. COMMENTS: Each small letter represents one policy advance for the IR and is represented in the actual target. Capital Markets: (a) Regulation gains for micro-credit institutions in Bolivia (BancoSol) have been replicated by Accion's affiliates in Peru (Mibanco). An advance from <i>trial/evaluation</i> to <i>adoption</i> . Private Property: (a) USG policy to develop a property registration action item for Summit of America's--34 regional countries concurred. A policy advance to accept the property registration action item. (b) USGS/Pan American INSTITUTE FOR GEOGRAPHY AND HISTORY--In a regional meeting held in Mexico 1/98, all countries selected their National Mapping Agencies to be the lead institution as a clearinghouse for Geospatial Meta Data. A policy advance. Technology Markets: (a) Trade Associations Study--identifying whether trade associations are developing strategies to assist members to be competitive in hemispheric markets. A move from <i>interest</i> to <i>trial/evaluation</i> . (b) Caribbean Agribusiness Association--Use Caribbean/Latin American Action--AgroInfo Americas as the official instrument for developing business information exchange media for internet connectivity. A policy advance. (c) QUASAR--Issue of NGO quality certification moved from <i>interest</i> to <i>awareness</i> in the need to change the method of payment for overhead of indigenous NGOs as quality service providers. This is further movement in the policy changes necessary on the part of World Bank, IDB and other major donors to fully implement this initiative.	YEAR	PLANNED*	ACTUAL
	1996	2	3
	1997	5	6
	1998	4	
	1999	4	
	2000	0	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 1.3: Progress toward the adoption of improved policies, practices and technologies addressing key small and medium-sized enterprise trade issues.			
INDICATOR 1.3b: Number of practice or technology advances in key issue areas.			
MEASURE: Practice or technology advances (non-cumulative) SOURCE: Information provided by partners in the implementation of SO 1 INDICATOR DESCRIPTION: *Planned (targets) = # of identified practices or technology advances ["advance" (identification > awareness > interest > trial > adoption)] along the progress continuum. COMMENTS: Each small letter represents one policy advance for the IR and is represented in the actual target. Capital Markets: Practice gains made in each target client group (micro, small, and medium enterprises). Models developed to leverage funds in limited-presence Missions and to establish "post-presence legacy" in non-presence countries (i.e., Eastern Caribbean): (a) ACCION's network of indigenous NGOs has successfully exchanged across borders innovative micro-credit techniques centering on accessing formal sector capital for microenterprises; (b) PRIME grant funds used to leverage the IDB's \$15 million small projects facility for Mexico's three poorest states; (c) Mobilized \$2 million in private sector credit for small and medium enterprises in the Windward Islands; (d) five non-presence countries have been linked through a network of advisors providing technical assistance for in the Eastern Caribbean. Private Property: (a) Harvard Cultural Survival study results moved from <i>interest</i> to <i>trial/evaluation</i> of using negotiated dispute settlements among indigenous communities, governments and concessionaires; (b) USAID/LAC/RSD, lead USG agency, <i>identified</i> an action item for property registration in 2nd Summit of Americas and received 34 countries' concurrences (<i>interest</i>) to implement the Action Item. Technology Markets: (a) Timber Certification study conducted in Bolivia moved from <i>interest-awareness</i> to <i>trial</i> . This study was one of the first economic studies conducted to verify value of certified timber.	YEAR	PLANNED*	ACTUAL
	1996	5	5
	1997	3	7
	1998	3	
	1999	3	
	2000	0	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 1.4: Progress toward the adoption or implementation of improved policies, practices and technologies addressing key environment-related trade issues.			
INDICATOR 1.4a: Number of policy advances in key issue areas.			
MEASURE: Policy advances (not cumulative). SOURCE: Implementing partners. INDICATOR DESCRIPTION: COMMENTS: 1) The term "key" indicates significant environment-related health, economic or policy/regulatory issues capable of impeding sustainable trade. (2) 1997 accomplishments include: (a) completing the first comprehensive LAC regional analysis of trade and environment issues; (b) completing the first comprehensive LAC regional analysis of shrimp aquaculture trade, environment and social issues; and (c) convening of a hemispheric meeting on private sector investment in sustainable forestry hosted by the Central American Commission for Environment and Development/Amazon Cooperation Treaty. The meetings examined world market trends for forest products, legal/regulatory frameworks, and market-based instruments to support "greening" of investments, and identified proposed follow-up actions for government and industry throughout LAC.	YEAR	PLANNED	ACTUAL
	1995 (B)	0	0
	1996	4	4
	1997	3	3
	1998	4	
	1999	4	
	2000	4	

STRATEGIC OBJECTIVE NO. 1: Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the Hemisphere.			
APPROVED: 23/08/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 1.4: Progress toward the adoption or implementation of improved policies, practices and technologies addressing key environment-related trade issues.			
INDICATOR 1.4b: Number of practice or technology advances in key issue areas.			
MEASURE: Practice or technology advances (not cumulative).	YEAR	PLANNED	ACTUAL
SOURCE: Implementing partners.			
INDICATOR DESCRIPTION:			
COMMENTS:			
1) The term "key" indicates significant environment-related health, economic or policy/regulatory issues capable of impeding sustainable trade.	1995 (B)	0	0
2. 1997 accomplishments include: (a) developing proposed procedures (protocol) for monitoring and evaluating the health impacts of leaded gasoline phase-out, and arranging for USAID/Peru to test the procedures; (b) developing model training modules on international environmental standards (ISO 14000) for tourism, hotel and industrial export sectors, and contributing to the development of an USAID/Jamaica environmental certification program for hotel sector; (c) engaging the U.S. environmental technology industry with successful introduction in several LAC countries of pollution prevention, energy efficiency, and low cost/low maintenance wastewater treatment technologies--counted as 3 advances; and (d) convening of forums in Andean countries for industrial export sector on clean production, ISO 14000, and trade competitiveness, stimulating the (ongoing) development of national actions plans for Bolivia and Ecuador.	1996	0	0
	1997	5*	6
	1998	7	
	1999	7	
	2000	7	

Strategic Objective 2: Improved Human Resource Policies Adopted in Selected LAC countries.

SO Rating: Met Objectives

1. *Performance Analysis*

Reflecting the growing region-wide concern for improvement in education, the Miami Summit's Declaration of Principles accorded a key role to human resource development in the region's economic, political and social development. Consistent with the Summit's Plan of Action, LAC/RSD established a hemispheric partnership, entitled the Partnership for Educational Revitalization in the Americas (PERA), to improve the quality of education in LAC by promoting better education policy.

Essential Characteristics of Policy Dialogue

Experience has taught the donor community that in order for policy dialogue to achieve lasting education reform, a number of conditions must be met. To be successful, policy dialogue must:

1. garner support and participation from a broad spectrum of the public and private sectors;
2. help set the policy agenda, instead of merely reacting to events;
3. be a process of creative communication that builds consensus and markets policies;
4. be based on accurate research and analysis of reliable data and a clear understanding of the local political economy;
5. involve local NGOs without marginalizing the state bureaucracy; and
6. maintain donor support and patience over the long-term because the process is unlikely to yield immediate results.

The goal of the LAC Regional program--working primarily through PERA--is to help propel education to the top of the region's policy agenda, by documenting shortcomings in existing educational systems, by making the case for reform, and by developing a constituency for reform among a variety of actors--from "high-level" policy makers to community-level organizations.

In part because PERA has been so successful in mobilizing support for education policy reform, there are a number of new policy initiatives in which LAC/RSD will have a central role. An important example is the U.S.-Brazil Partnership In Education, created by Presidents Clinton and Cardoso in late 1997. The two governments are enthusiastic about cooperating in five key education

policy areas: standards and assessment, educational technology, teacher professionalization, exchanges, and business, family and community involvement in education. Already active in the Partnership's initial stages, LAC/RSD plans to create several new programs in support of U.S.-Brazil educational cooperation as well as including other countries in the Hemisphere in aspects of the Partnership. Similarly, the upcoming Santiago Summit accords top priority to education policy reform, providing LAC/RSD an excellent opportunity to help create and implement hemispheric programs that result from the Summit Education Initiative.

Progress toward SO 2 has been exceptional in at least four significant ways:

Summit of the Americas. When measured against the goal of pushing education to the top of the policy agenda, the program has been a stellar performer. In 1994, the Miami Summit recognized the central role of human resource development, but education was only one of 23 agenda items. In contrast, the Santiago Summit will be the "Education Summit." Although LAC/RSD's effort to promote education reform cannot take sole credit for the emergence of education as the Summit's leading issue, it certainly has played a significant role. LAC/RSD's key partner, the Inter-American Dialogue (IAD), has had a direct impact on hemispheric planning for the Summit. For example, at the request of the Chilean government (one of the co-coordinators of the Summit Education Initiative and the host of the 1998 Summit), IAD organized a two-day closed workshop to help shape the Santiago Summit agenda.

Demand for new policy approaches. The Santiago Summit will reinforce the region-wide search for solutions to problems that prevent many of the region's schools from meeting the challenges posed by the new economic and political realities. LAC/RSD, in collaboration with institutional partners such as IAD, the IDB and the U. S. Department of Education (DOE), has led the way in identifying the characteristics of the problems as well as formulating and disseminating corrective measures. More than half of the items on the Summit Action Plan for the Education Initiative are policy issues and solutions that the LAC/RSD has been actively promoting.

Creating a constituency for Education Reform. Education policy in LAC traditionally has not included the broader range of leaders of civil society: business executives, political party leaders, churches, the media, NGOs, and professional associations. The Santiago Summit will galvanize NGOs to continue pressing for educational reform and improved school performance. This SO, itself implemented by a leading NGO, has been instrumental in strengthening independent organizations, which in turn has kept education reform high on national policy agendas. Moreover, IAD has provided small sub-grants to local policy groups in the region, which has helped shape "grassroots" support and increase social demand for better schools.

Multiple Mechanisms. The IAD approach to influencing policy has learned the lessons of past mistakes and now utilizes multiple mechanisms that are mutually reinforcing but also enable the program to reach diverse audiences and include a broader range of civil society. For example, formally-constituted working groups comprised of researchers and policymakers provide a locus for key actors from various countries to share information on strategies and results related to key policy problems. In addition, periodic workshops, conferences and professional exchanges reach different audiences that add more dynamism to ongoing policy debates. Similarly, grants to local NGOs have helped to bring previously ignored stakeholders into the policy dialogue process, resulting in greater participation of civil society in their countries' ongoing education debates.

Despite substantial progress made under the SO, the program has not met several of the

overly ambitious and unrealistic SO targets. Although the Management Contract acknowledges that programs attempting to influence policy can only provide results in the long-term -- given the complex environment that affects policy--the targets for 1997 were set prematurely and too far in advance of the process and institutional arrangements necessary to yield results. Consequently, LAC/RSD has proposed a new set of targets that more accurately reflect program realities and represent ambitious but achievable results (see Part III Status of Management Contract and the Performance Data Tables for a more complete discussion).

The policy reforms areas identified by IAD are now widely discussed throughout the LAC region, and have become synonymous with new thinking about education. Although the LAC Regional program is relatively new and a public consensus has not yet emerged, in country after country, not only educators but policy makers and much of the public are moving toward the LAC/RSD position:

1. education is a political priority;
2. public investment in education should be focused on primary and secondary schools;
3. the teaching profession needs to be strengthened;
4. decentralization can increase the accountability of education systems and broaden participation by all stakeholders; and
5. policy has to be directed toward better educational outcomes, rather than increasing enrollments.

Intermediate Result 2.1: Educational policy reform developed in targeted LAC countries.

Research and policy analysis have been carried out by working groups on critically important issues that may otherwise have been neglected. Emphasis is placed on generating a base of information, analysis and lessons learned that can guide policy. For example, research and analysis conducted on policy reform in the education systems of the LAC region and disseminated at an international workshop held in Washington, D.C., has helped to crystalize debate on standards and student assessment in the region. This is a cutting-edge issue for education reform and is essential to the commitment for improved educational statistics and indicators that is likely to emerge from the Santiago Summit.

Mechanisms for monitoring educational reform are being developed to document progress toward educational improvements in the region. Efforts center on developing country "report cards" on the trends in educational performance and comparing countries' efforts to improve their educational systems. An issue of particular importance is promoting comparative assessments of student performance across countries. A prototype interactive database of educational indicators has been developed in addition to a system to measure the process and steps toward policy reform. Both instruments will be completed and put into practice in 1998. This tracks very closely with what may be a major outcome of the Summit--a commitment on the part of each country to build systems which gather, analyze, and report to the public on the progress of education.

Eleven sub-grants were awarded to local NGOs, among others: FLACSO-Republica Dominicana to fund an expanded program of activities on education reform in the Dominican Republic; the Universidad Centroamericana for a media dissemination campaign on current

reforms in Nicaragua; and to the Foro Educativo-PERU for a study of education finance in that country.

Intermediate Result 2.2: Strengthen capabilities of key public and private organizations to support policy dialogue: information dissemination.

Working groups, based at national institutions throughout the region, are designed to establish and strengthen region-wide networks to enable policymakers and analysts across countries to give sustained attention to important issues, share information on strategies and results, explore policy implications, and build relevant expertise. They are organized around specific policy issues to identify and communicate analysis, data and policy innovations. Each working group is expected to become the region's leading source of information about best practices on that issue. To date, the program has established working groups on education statistics, educational standards and assessment, and equity and economic competitiveness. New working groups are planned for education finance and the role of teachers' unions in policy making and school reform.

Periodic workshops have played a significant role in pushing the policy dialogue forward. For example, IAD held a workshop on education finance attended by over 160 leaders (including Ministers of Education, Finance and Planning) from 14 countries, which reviewed the need to link funding to learning outcomes and to clearly delineate this responsibility in any education finance system. As a result of the workshop, some countries are now beginning to move toward new methods of educational finance.

Publications have been produced to disseminate the best information and analysis regarding educational policy emerging within and from outside the region. The program highlights key issues, documents promising policy approaches and innovations, and draws conclusions about best practices. Some of the publications are aimed at specialized audiences, while others are designed for the broader public. During 1997, IAD published seven new state-of-the-art papers on: 1) vocational and technical education; 2) effective schools and classrooms; 3) national standards; 4) current trends in education reform in LAC; 5) new methods of teaching and learning; 6) the problems and challenges of education reform in the region; and 7) current Chilean education reforms. These analyses have played a significant role in promoting reforms in their respective areas.

Intermediate Result 2.3: Partnerships and networks formed.

Professional exchanges enable policy specialists from the region to visit sites with notable reform efforts in the region or beyond. These activities include a training component designed to help government officials, NGOs and business leaders implement new policies. For example, in cooperation with the Center for Educational Innovation at the Manhattan Institute, a program has been established to bring education professionals and policymakers from El Salvador to observe public/private partnership reform initiatives in New York City's public schools.

Throughout the design and start-up phase of the program, continuous dialogue (networking) has taken place with other donor agencies, NGOs, and USAID Missions in the region. As a result, IAD has established nine regional affiliates throughout the region, each actively engaged in some aspect of policy reform. IAD staff has worked with representatives from the World Bank, the IDB, MERCOSUR, UNESCO, the Harvard Institute of International Development and many other institutions and individuals throughout the region to ensure that the program reflects the broad range of concerns within the education sector.

2. Expected Progress Through FY 2000 and Management Actions

A key challenge for the LAC Regional education program in the coming years will be to work with LAC governments to support policies and programs that carry out the U.S.-Brazil Partnership for Education, the 1998 Summit Plan of Action, and other bilateral partnerships in education that may emerge. The program will focus on three major sets of activities:

1. IAD/PERA: In FY 1998, LAC/RSD will continue to provide support for IAD to develop and expand its current program activities. Heightened focus will be on activities that support bilateral and hemispheric agreements, particularly the Summit Education Initiative. The Executive Secretariat of PERA at the IAD will finalize affiliate relationships with education organizations in each of the major subregions of the LAC region. PERA affiliates and previously-constituted and new working groups will continue to address key policy issues in the areas of education quality, equity, governance and finance. There will be a new and important focus on the politics of education reform, particularly on teachers' unions and strategies to increase civil society participation in reform movements. In this regard, we will explore working with other organizations, including ACILS, IAD and the U.S. Information Agency. As part of this focus, IAD will investigate ways to better gauge and stimulate the demand for improved education, particularly among the poor, through public opinion surveys. IAD will continue to disseminate research findings on key policy issues throughout the Hemisphere, utilizing electronic means whenever possible to enhance its communications capacity. LAC/RSD will monitor PERA's success toward the implementation of policy reform in key areas against a series of benchmarks: 1) identification of issues; 2) research/analysis; 3) policy recommendations; and 4) country-wide adoption of policy.

2. U.S.-Brazil Partnership for Education: LAC/RSD is proposing activities in three program areas which are directly relevant to the topical areas selected under the U.S.-Brazil Partnership, complement the broad objectives of the State Department and the Administrations in the Partnership, and reinforce the Summit Education Initiative. These include:

a. Professional Exchanges - LAC/RSD will design information exchanges between experts from Brazil and the U.S. on issues related to the four technical topics of the Partnership. This could be done through a Memorandum of Understanding with DOE for the purposes of funding limited, specific exchanges.

b. Educational Technology - LAC/RSD proposes, through a buy-in to LearnLink (a G/HCD program), to provide funding to develop a multi-institutional network in the U.S. and a counterpart network in Brazil that would become a strategic venue to discuss and promote

education policy alternatives. Comprised of government agencies, NGOs, policy think tanks, universities, and other organizations, the networks would be linked electronically. Information exchanges through the networks would, in the first instance, focus on technology-based educational applications, such as distance education techniques involving computers, television and radio. In the longer term, the focus could expand to include the other areas of the U.S.-Brazil Partnership, especially educational statistics and student performance, teacher development, and involvement of civil society in education.

c. Civil Society/Urban Partnerships. Working in cities that complement the USAID/Brazil portfolio in the Northeast of Brazil (Salvador, Recife)--key cities in the country's poorest region--LAC/RSD would support and encourage professional exchanges, NGO development, and relevant policy analysis, particularly around the nexus of urban poverty and educational performance. The aim would be to demonstrate, in some pilot projects, techniques to improve the involvement of civil society organizations (including the private sector, NGOs, civic organizations, parent groups) in policymaking and administration of public education. The program would complement objectives in the LAC democracy program insofar as results would lead to increased decentralization of education decisionmaking and improve the capacity and participation of non-governmental actors in policymaking.

3. Summit of the Americas--Education Initiative: The designation of the upcoming Summit as the "Education Summit" affords LAC/RSD an unparalleled opportunity to collaborate with governments, the IDB, the World Bank, and other donors in shaping educational policy for the region. Through active participation in the Summit planning process, LAC/RSD has identified four major areas in which it expects to develop follow-on activities--educational standards and assessment; teacher training and development; educational technologies; and scholarships and exchanges. Specific activities could include: 1) launching a program that would set standards for each education system in the Hemisphere and provide countries with the means to measure progress toward meeting those standards; 2) establishing comprehensive professional appraisal and development programs for teachers and school administrations, possibly through a regional training institute; 3) promoting research on, access to, and use of the most effective information and communication technologies in educational systems; and 4) creating scholarship and exchange systems for students, teachers, researchers and educational administrators which increase their exposure to educational innovations under way throughout the region.

3. Environmental Compliance

There are no new IEEs anticipated at this time.

Old SO 2 Indicators

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
OLD SO INDICATOR 1*: Number of education policies adopted in selected countries.			
UNIT OF MEASURE: Number of education policies	YEAR	PLANNED	ACTUAL
SOURCE: IAD/PERA Secretariat Reports and annual statistical reports from Ministries of Education in the LAC region	1996	-----	N/A
INDICATOR DESCRIPTION: The target number of 25 represents the total number of policies to be adopted over the life of the activity.	1997	3	0
	1998	5	
	1999	7	
	2000	10	
	Target	25	
COMMENTS: Policy dialogue, adoption and implementation is a lengthy process. Results are expected to be slow at the beginning, build momentum, and then end with the partnership functioning at full strength. Selected countries are LAC Bureau emphasis countries in Central America and the Caribbean: Guatemala, Nicaragua, El Salvador and Haiti.			
* This indicator is being eliminated and replaced with Indicator 2.1.			

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
OLD SO INDICATOR 2: Increased education budgets allocated for primary education in selected countries			
UNIT OF MEASURE: Number of countries with increased budget SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This indicator has been revised and will remain as part of the revised SO as SO indicator 3 COMMENTS: Selected countries are LAC Bureau emphasis countries in Central America and the Caribbean: Guatemala, Nicaragua, El Salvador, and Haiti. An increase in budget allocations to primary education is anticipated in PERA member nations as well as selected countries noted above.	YEAR	PLANNED	ACTUAL
	1996	-----	N/A
	1997	2	1
	1998	4	
	1999	6	
	2000	10	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
OLD SO INDICATOR 3: Increased primary school enrollment of rural and indigenous girls in selected LAC countries			
UNIT OF MEASURE: Number of countries with increased enrollment SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This indicator is being dropped and will not appear in the revised SO 2. It was deemed not to be within the manageable interest of LAC/RSD or IAD. COMMENTS: PERA findings and guidelines will be included/adopted by local, regional, or national entities. Four studies on standards and evaluation and the implications for policy reform were carried out. Each study made policy recommendations.	YEAR	PLANNED	ACTUAL
	1996	-----	N/A
	1997	1	1
	1998	2	
	1999	3	
	2000	4	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1*: Policy Reform: Educational policy reform in targeted LAC Countries developed			
OLD INDICATOR 2.1.a: New policies developed in key educational policy areas			
UNIT OF MEASURE: Number of policies developed SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This indicator is being dropped, as it was deemed not to be in the manageable interest of LAC/RSD or IAD. COMMENTS: Key educational policy areas are equity, quality, finance and governance. Qualitative issues of how to measure the adoption and implementation of educational policy will be addressed when the scope-of-work is drafted for the periodic evaluations. *IR 2.1 has been revised to read "Public and private sector support for education reform built."	YEAR	PLANNED	ACTUAL
	1996	-----	N/A
	1997	5	0
	1998	5	
	1999	5	
	2000	5	
	Target	20	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1*: Policy Reform: Educational policy reform in targeted LAC Countries developed			
OLD INDICATOR 2.1.b: Significant aspects of PERA findings will be adopted.			
UNIT OF MEASURE: Number of policy findings adopted	YEAR	PLANNED	ACTUAL
SOURCE: IAD/PERA Secretariat Reports	1996	-----	N/A
INDICATOR DESCRIPTION: This indicator is being dropped, as it was deemed not to be in the manageable interest of LAC/RSD or IAD. COMMENTS: PERA findings and guidelines will be included/adopted by local , regional, or national entities. Four studies on standards and evaluation iand te implications for policy reform were carried-out. Each study made a policy recommenndation. *IR 2.1 has been revised to read "Public and private sector support for education reform built."	1997	2	0
	1998	2	
	1999	4	
	2000	4	
	Target	12	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1.1: Policy Reform: Education policy reform piloted and promoted in key education policy areas			
OLD INDICATOR 2.1.1a: Promising practices & successful approaches disseminated and marketed			
UNIT OF MEASURE: Number of promising practices disseminated	YEAR	PLANNED	ACTUAL
SOURCE: IAD/PERA Secretariat Reports	1996	-----	2
INDICATOR DESCRIPTION: This indicator is being dropped. Dissemination activities will be monitored under the revised IR 2.3. COMMENTS: Promising practices and successful approaches will be marketed to the Parliamentarians and public and private sector decisionmakers. During the past year, 7 working papers, 3 Formas & Reformas and a revised policy paper on education in LAC were disseminated.	1997	10	11
	1998	10	
	1999	10	
	2000	10	
	Target	40	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1.1: Policy Reform: Education policy reform pilot tested and promoted in key education policy areas			
OLD INDICATOR 2.1.1b: Pilot programs begun in key education policy areas (equity, quality, governance, and finance)			
UNIT OF MEASURE: Number of pilot programs <hr/> SOURCE: IAD/PERA Secretariat Reports <hr/> INDICATOR DESCRIPTION: <hr/> COMMENTS: Pilot education policy programs will be tested in at least three LAC countries beginning in 1998. This indicator is being dropped and will not be reported on under the revised SO.	YEAR	PLANNED	ACTUAL
	1996	-----	N/A
	1997	N/A	N/A
	1998	1	
	1999	2	
	2000	2	
	Target	5	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1.2: Constituency for education reform			
OLD INDICATOR 2.1.2: Advocacy groups formed by country to promote key education policy reform			
UNIT OF MEASURE: Number of countries/groups SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This indicator is being dropped. It is subsumed under the new IR 2.1. COMMENTS: As a result of the late start-up of this activity no groups were formed in 1996. Advocacy groups will be formed or expanded in at least four countries to review and lobby for education reform. This is a process indicator. The formation of additional advocacy groups is anticipated in 1998, 1999, and 2000.	YEAR	PLANNED	ACTUAL
	1996	1/1	0/0
	1997	3/3	3/3
	1998	TBD	
	1999	TBD	
	2000	TBD	
	Target	TBD	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2.1: Strengthened capabilities of key public and private sector organizations			
OLD INDICATOR 2.2.1a: Organizations participating in development and implementation of educational policy analysis			
UNIT OF MEASURE: Number of education policies SOURCE: IAD/PERA Secretariat Reports and annual statistical reports from Ministries of Education in LAC region INDICATOR DESCRIPTION: This indicator is being dropped. It will be subsumed under the revised IR 2.2. COMMENTS: While there was no institutional strengthening activity during the start-up period, at least eight different organizations, ministries, private sector groups and NGOs participated in the first policy analysis exercise and case studies of educational reform in LAC.	YEAR	PLANNED	ACTUAL
	1996	5	8
	1997	15	15
	1998	25	
	1999	25	
	2000	40	
	Target	110	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2.1: Strengthened capabilities of key public and private sector organizations to support policy dialogue			
OLD INDICATOR 2.2.1b: Number of workshops/training in key policy areas			
UNIT OF MEASURE: Number of workshops	YEAR	PLANNED	ACTUAL
SOURCE: IAD/PERA Secretariat Reports	1995	0	1
INDICATOR DESCRIPTION: IR 2.2 and this indicator have been revised. See new IR 2.2.	1996	2	2
COMMENTS: PERA will conduct workshops and educational analysis as well as provide technical assistance to members. For ease of presentation, the number of workshops will be monitored. On-sight evaluation and a follow-on survey of participants will serve as the means for assessing the qualitative impact of workshops and training activities.	1997	3	4
	1998	5	
	1999	5	
	2000	5	
	Target	20	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2.2: Information disseminated/materials developed			
OLD INDICATOR 2.2.2a: Workshops and training modules developed			
UNIT OF MEASURE: Number of workshop materials developed	YEAR	PLANNED	ACTUAL
SOURCE: IAD/PERA Secretariat Reports	1996	-----	N/A
INDICATOR DESCRIPTION: This IR and indicator have been revised and are subsumed under revised IR 2.3.	1997	3/3	3/3
	1998	7/7	
	1999	5/5	
	2000	5/5	
	Target	20/20	
COMMENTS: Workshops and training modules will be developed to showcase findings of the working groups. Workshops will be held with all interested PERA members from all sectors of the community. The objective is to encourage local and national adoption of best practices.			

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2.2: Information disseminated/materials developed			
OLD INDICATOR 2.2.2b: Findings, results and strategies disseminated to all PERA members			
UNIT OF MEASURE: Number of findings disseminated SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This indicator has been dropped. Dissemination activities are subsumed under revised IR 2.3. COMMENTS: Information will be disseminated to all members through electronic media, reports, newsletters, video, etc.	YEAR	PLANNED	ACTUAL
	1996	-----	N/A
	1997	20	20
	1998	40	
	1999	40	
	2000	60	
	Target	160	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.3.1: Partnership/networks formed			
OLD INDICATOR 2.3.1a: Heterogenous working groups formed to address critical issues			
UNIT OF MEASURE: Number of working groups	YEAR	PLANNED	ACTUAL
SOURCE: IAD/PERA Secretariat Reports	1996	1	
INDICATOR DESCRIPTION: This indicator is being dropped. Workshop activity will be subsumed under revised IR 2.1 - indicator 2.1a	1997	3	3
	1998	TBD	
	1999	TBD	
	2000	TBD	
	Target	TBD	
COMMENTS: Working groups will address, identify and evaluate successful practices. Additional working groups will be formed as PERA carries out its mandate. The final or target number of working groups will be determined by the PERA membership and available resources.			

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.3.1: Partners/networks formed			
OLD INDICATOR 2.3.1b: Consensus developed on critical areas and issues selected for analysis			
UNIT OF MEASURE: Number of areas and issues selected for analysis <hr/> SOURCE: IAD/PERA Secretariat Reports <hr/> INDICATOR DESCRIPTION: This indicator is being dropped. <hr/> COMMENTS: The expected outcome is that consensus will be reached in the first two years of the project on critical areas of education policy. Expectations are that additional policy areas will be identified for analysis in the out years. While this indicator is being dropped, the expectation of consensus building and analysis remain the same. See revised IR 2.1.	YEAR	PLANNED	ACTUAL
	1996	-----	N/A
	1997	2	2
	1998	2	
	1999	-----	
	2000	-----	
	Target	4	

New SO 2 Results Framework

NEW SO 2 Indicators

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
NEW SO INDICATOR 1: Progress toward implementation of key education reform policies at the national and/or local level			
UNIT OF MEASURE: Number of priority countries making progress along the policy reform continuum SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator at the SO level. COMMENTS: Progress will be measured against a benchmark series of steps: 1) identification of issues; 2) research and analysis; 3) policy recommendations; 4) country-wide adoption of policy Progress is being defined as the ability to channel initial results back into policy design, implementation, and ongoing evaluation.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	2	
	1999	4	
	2000	4	
	2001	0	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
NEW SO INDICATOR 2: Education reform monitoring system established and operating efficiently in selected LAC countries			
UNIT OF MEASURE: Number of countries with monitoring system SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator for SO 2. The purpose is to establish a monitoring system that will effectively track progress toward education reform at the national level in 10 countries. However, collection of data will not be limited to selected countries exclusively, because PERA is a Hemisphere-wide project. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	2	
	1999	3	
	2000	5	
	2001	0	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
NEW SO INDICATOR 3: Increased percentage of GDP allocated to primary education per subregion.			
UNIT OF MEASURE: Percentage increase in primary education share of GDP per subregion. SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This was SO indicator 2 in the previous version of the SO. There has been some slight revision of language. Data will be based on an average per subregion. COMMENTS: Selected countries are LAC Bureau emphasis countries in Central America and the Caribbean: Guatemala, Nicaragua, El Salvador, and Haiti. An increase in budget allocation (and efficiency of expenditure) to primary education is anticipated in LAC emphasis countries as well as several PERA member nations. Subregions: Caribbean (CAR) Central America (CA) South America (SA)	YEAR	PLANNED	ACTUAL
	1997	-----	
	1998	CAR % CA % SA %	
	1999	CAR % CA % SA %	
	2000	CAR % CA % SA %	
	2001	CAR % CA % SA %	
	Target	CAR % CA % SA %	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1a: Working groups established to research and promote key education reforms: (a) number, (b) issues addressed, (c) composition			
UNIT OF MEASURE: Number of regional or subregional working groups, issues addressed and composition of working groups. SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a revised IR and indicator for SO 2. COMMENTS: The objective of this IR is to capture the extent to which public and private sector support for education reform can be built as a direct result of the PERA activity. The numbers in the planned column reflect the number of working groups. Issues addressed and the composition of the working workings will be reported on in narrative form.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	2	
	1999	2	
	2000	2	
	2001	0	
	Target	6	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1b: National affiliates established in selected LAC countries: (a) number, (b) diversity of outreach			
UNIT OF MEASURE: Number, type and diversity of outreach SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator. COMMENTS : Diversity of outreach refers to the variety of sectors that are accessible to affiliates. The number in the planned column reflects the number of affiliates. Type and diversity of outreach will be reported in narrative form.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	3	
	1999	4	
	2000	3	
	2001	0	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1c: Forums and conferences held: (a) number, (b) make-up of participants involved (e.g. policy-makers/ educators/ NGOs/ private sector officials)			
UNIT OF MEASURE: Number of forums and conferences SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator. COMMENTS: The number of forums or conferences should continue to average about 10 per year, with two or three being held in each subregion and perhaps one in the United States.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	10	
	1999	10	
	2000	10	
	2001	10	
	Target	40	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.1: Public and private sector support for education reform built			
NEW INDICATOR 2.1d: Number of education items on education reform events or topics appearing in news/media in selected LAC countries			
UNIT OF MEASURE: Number of education items in the media SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator, designed to measure civil discourse and opinion on education reform. COMMENTS: Two pilot activities (in Nicaragua and Peru) will be conducted in 1998. The purpose of the pilot activities will be to: collect data; assess the quality and quantity of civil discourse on education reform in the pilot countries; and to establish reasonable targets for the remainder of the activity. The survey will eventually extend to all three subregions. Targets will be established for the baseline in six months and for future years in 12 months.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	-----	
	1999	TBD	
	2000	TBD	
	2001	TBD	
	Target	TBD	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2: Capacity of public and private organizations to work for education reform strengthened			
NEW INDICATOR 2.2a: Percentage of national affiliates' funds for education reform activities derived from other sources			
UNIT OF MEASURE: Average percentage of national affiliate's funding by subregion SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator, designed to monitor financial sustainability of affiliates. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	10%	
	1999	25%	
	2000	50%	
	2001	50%	
	Target	50%	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2: Capacity of public and private organizations to work for education reform strengthened			
NEW INDICATOR 2.2b: Number of research projects, and publications sponsored by working groups or PERA/PREAL affiliates			
UNIT OF MEASURE: Average total number of research projects and publications for all affiliates in operation for more than six months. SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator, designed to measure capacity of partner institutions. COMMENTS: Seven research projects and/or publications per year represents the average per affiliate in operation for six months or more.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	3	
	1999	5	
	2000	9	
	2001	9	
	Target	9	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2: Capacity of public and private organizations to work for education reform strengthened			
NEW INDICATOR 2.2c: Average number of all publications disseminated per year by affiliate in operation for six months or more			
UNIT OF MEASURE: Average number of publications disseminated per affiliate SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This a new indicator. The purpose is to determine the scope and depth of influence the activity is having on policy dialogue. COMMENTS: An average will be taken among affiliates that are in operation for six months or more. Dissemination of publications will be targeted to educators and key policy makers in the country.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	100	
	1999	100	
	2000	200	
	2001	200	
	Target	200	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.2: Capacity of public and private organizations to work for education reform strengthened			
NEW INDICATOR 2.2d: Number of technical assistance events carried-out under the auspices of PREAL/PERA			
UNIT OF MEASURE: Number of requests carried out SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator. The objective is to monitor/measure the technical capacity of PERA /PREAL affiliates. COMMENTS: Planned targets will be assessed on an ongoing basis to determine their feasibility. As institutions are strengthened the need for technical assistance should decline.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	50	
	1999	40	
	2000	25	
	2001	0	
	Target	115	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.3: Best education policies and practices in Latin America and elsewhere identified analyzed, and disseminated			
NEW INDICATOR 2.3a: Average number of promising and/or successful practices disseminated by affiliate or working group			
UNIT OF MEASURE: Average number of practices promoted per affiliate SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new IR and indicator. It replaces IR 2.2.2 in the previous version of the Results Framework. COMMENTS: Average number of forums or new ideas presented per affiliate per year is seven.	YEAR	PLANNED	ACTUAL
	1997	0	N/A
	1998	3	
	1999	5	
	2000	7	
	2001	7	
	Target	7	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.3: Best education policies and practices in Latin America and elsewhere identified analyzed, and disseminated			
INDICATOR 2.3b: Region-wide electronic communications network established and functioning			
UNIT OF MEASURE: Number of affiliates with access to the electronic communications network SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator for SO 2. It replaces dissemination indicator 2.2.2 in the previous Results Framework. COMMENTS: Countries targeted for the electronic communications network will include but are not limited to: Guatemala, El Salvador, Honduras, Nicaragua, Brazil, Peru, Chile, Colombia, and Bolivia, the Dominican Republic and Haiti.	YEAR	PLANNED	ACTUAL
	1997	-----	N/A
	1998	3	
	1999	3	
	2000	4	
	2001	0	
	Target	10	

STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in selected LAC countries.			
APPROVED: 01/11/1996		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 2.3: Best education policies and practices in Latin America and elsewhere identified analyzed, and disseminated			
INDICATOR 2.3c: Region-wide electronic communications network established and functioning			
UNIT OF MEASURE: Number of countries with electronic communications network SOURCE: IAD/PERA Secretariat Reports INDICATOR DESCRIPTION: This is a new indicator. The purpose of this indicator is promote/support policy dialogue and the dissemination of data and research on education policy reform throughout the Hemisphere. COMMENTS: Countries targeted for the ELECTRONIC COMMUNICATIONS NETWORK may include but are not limited to Honduras, Guatemala, El Salvador, Nicaragua, Peru, Brazil, Bolivia, Colombia, the Dominican Republic and Haiti.	YEAR	PLANNED	ACTUAL
	1997	0	N/A
	1998	0	
	1999	3	
	2000	3	
	2001	4	
	Target	10	

Strategic Objective No. 3:**More Effective Delivery of
Selected Health Services
and Policy Interventions**

SO Rating: Met objectives

1. Performance Analysis

The objectives of the Plan of Action of the 1994 Summit of the Americas include reducing infant mortality by 30% and maternal mortality by 50%, and increasing equity of access to basic health services using health sector reform. The four Results Packages currently comprising this SO--Vaccination, Integrated Management of Childhood Illness (IMCI), Maternal Mortality and Health Sector Reform--all relate directly to these objectives, and reflect USAID's revised strategy issued in March 1994. One of our primary objectives is to influence Population Health and Nutrition (PHN) priorities in the region to follow USAID's priorities. An indication that we are having such influence is that four of the seven responses to the Miami Summit listed by PAHO reflect our Results Packages.

The activities of this SO are regional in nature, rather than designed to benefit a specific country. Target countries have been selected for each Results Package from among USAID presence countries with PHN programs--they receive more intensive attention and monitoring than other LAC countries (we report only their progress in our indicators tables). However, non-target countries benefit from our activities as well. New technologies are shared with them, although LAC/RSD does not pay direct costs for their participation. Target countries are listed for each Results Package on the performance data tables. The implementation of each Results Package is guided by a Steering Committee composed of the LAC/RSD/PHN program advisor, PAHO, the G/PHN projects which are implementing partners, and their G/PHN contract managers.

In this SO, only the Vaccination Results Package is a follow-on to prior programs. The other Results Packages and the overall SO Results Framework were approved within the last 18 months. Therefore, only the indicators for the Vaccination Results Package were used in determining the Performance Rating for this SO for the year, and are discussed below. We request that this SO be excluded from the clustering exercise since the consolidated Results Framework was only approved in July 1997.

Vaccination

Vaccination coverage continues to increase in the region. Complete data for 1996 demonstrated that Honduras, Nicaragua, El Salvador and Peru met the 90% coverage level for DPT3, OPV3 and BCG vaccinations. Preliminary data for 1997 (available through June 1997) demonstrate continued upward trends in this indicator for most of the target countries. Complete data (which will be available by the end of March) are expected to show that three countries achieved 95% coverage for measles vaccination, which exceeds the target of two countries. Coverage with tetanus toxoid continues to increase. Although no country has reached the current standard of 100% coverage, there has been a marked decrease in the

incidence of neonatal tetanus (NNT) from 1,208 (1990) to 312 (1996) cases; the Americas has reached the World Summit on Children's target of NNT elimination as a public health problem.

The policy environment related to vaccination programs continues to improve. The proportion of funding from national resources to implement national plans of action has increased in several of the target countries which demonstrates a stronger level of commitment. Five countries are financing all costs related to vaccines and syringes.

Expanding and improving routine delivery of vaccinations by the public and private sectors is critical to the success of this program. To evaluate progress in this area, surveys and follow-up investigations to evaluate missed opportunities (when a child or woman needing vaccination visits a health facility for any reason but does not receive it) have been carried out in Nicaragua, Honduras and Peru. Nicaragua decreased missed opportunities by 30% (down from 60%) and Peru by 22% (from 57%). To help address the problem of missed opportunities to vaccinate, LAC/RSD brought together PAHO/Vaccination and PAHO/IMCI program staff to identify ways in which the two teams can work effectively together to advocate stronger routine vaccination services.

The measles surveillance and investigative system has been strengthened so that 96% of suspected measles cases were investigated properly, exceeding the target of 90%. The Regional Reference Laboratories have improved diagnostic capabilities and each is collaborating with the National Laboratories in the target countries to improve diagnostic assays and train national staff. These efforts have made possible the weekly notification of cases in the PAHO-produced "Measles Bulletin".

Integrated Management of Childhood Illness

Diarrheal disease and acute respiratory infections are the cause of between 49% and 80% of deaths among young children in the target countries for this Results Package. IMCI is a strategy recently developed by the United Nations Children's Fund (UNICEF) and the World Health Organization, which began implementation worldwide in 1996. The lessons learned during the 18 months of worldwide implementation provided a more realistic view of what can be accomplished, and the necessary time frame. (See Performance Data Tables for indicator changes.)

Significant progress has already been achieved. PAHO and BASICS consultants carried out joint visits to seven of the eight target countries and oriented health leaders to the IMCI strategy. During these joint visits, international agencies working in the country (USAID, UNICEF, EU, the World Bank, among others) as well as NGOs, were invited to attend these briefings to ensure that all prospective partners are informed regarding the IMCI strategy and to identify possible areas of collaboration. The IMCI strategy was accepted by seven of the eight target countries because country leaders recognized that it is a practical approach which combines child survival activities already taking place, and that it provides greater efficiency in training, supervision, evaluation from the community level to the health care facility. Once they saw how IMCI could fit into and complement their existing preventive health care

programs, it was the Ministries of Health which "encouraged" a faster pace from our partners (BASICS and PAHO) to implement IMCI in their country. (This resulted in surpassing the target.) Guatemala, however, has been less enthusiastic. PAHO representatives have made several trips to Guatemala to discuss the strategy with the Ministry of Health, and we anticipate that they will adopt the strategy early in 1998. Six countries are actively developing country plans and strategies for the introduction and implementation of IMCI services.

Country capacity to implement IMCI has also been substantially strengthened through subregional workshops, which adapted clinical course materials to the epidemiological and treatment situation in each country. Country representatives were also assisted in developing clinical treatment norms based on the IMCI algorithm. Six countries have organized national IMCI clinical courses and trained a "critical mass" of facilitators (approximately 1,000), who have begun to replicate training in their respective districts.

Monitoring and evaluation tools were also developed and disseminated during this period. A subregional workshop was held in Bolivia, training the 35 participants in methodology for follow-up after IMCI training. In addition, 50 IMCI operational methodological protocols were developed and a document entitled "*Operations Research for Evaluation of IMCI*" was prepared and translated into Spanish. The First Regional IMCI 1997 Evaluation and 1998 Planning Workshop was held in January, 1998, and the "lessons learned" that were identified during this workshop will shape modifications in implementing IMCI programs in the region.

Maternal Mortality

The most important accomplishment this year was to transform the concept from a theoretical premise into an operational format. Difficulties with PAHO regarding the standard provision on interest earned on advances, an issue in last year's Results Review and Resource Request (R4), were resolved in March 1997. Detailed workplans for FY 1998 were developed by each of the three partners and approved. A monitoring tool, which extrapolates activities from the workplans of the three implementing organizations, was created to track monthly progress. In addition, a brochure is being designed which describes the program and graphically presents the conceptual framework to inform our colleagues throughout the region.

An important decision made by the Steering Committee was to change the approach to community-level response to obstetric emergencies. Original plans were to influence regional and national networks of NGOs operating in the region and Ministries of Health to improve their community-level programming. As program plans developed, it became clear that more could be learned about improving community-level response by testing unified models of facility-based and community-based programs. Therefore, IR 3.3.1, community response to obstetric emergencies, is proposed to be revised. Three models of related facility and community programs will be tested--one each in a single district of Bolivia, Ecuador, and Honduras. (See Performance Data Tables for proposed IR revision.)

To guide implementation of these unified models, Country Steering Committees have been formed, including representation from USAID Missions, PAHO, Ministries of Health, and

contractors. Sites have been selected according to criteria established by the Regional Steering Committee. Criteria were also established for the selection of local NGOs who will be subcontracted to respond to community needs for essential obstetric care. We are now ready to begin field implementation of the pilot models; the first step will be collection of baseline data, followed by country workshops.

The other factor in changing responses to obstetric emergencies, which the LAC Regional program addresses, is policy and norms. For the 1997 Conference of First Ladies of the Americas in Panama, where maternal mortality was a primary theme, PAHO prepared and presented an analysis of country information regarding the status of maternal mortality and prevention programs. One example of the transfer of regional standards to national programs is the work that PAHO did with the Dominican Republic Ministry of Health on norms for maternal mortality surveillance and the national social mobilization plan for the reduction of infant and maternal mortality. Guatemala, Nicaragua, and Peru have also used this program at PAHO to improve their programming for reducing maternal mortality. Current work by PAHO regional and in-country staff includes the development of a matrix for analysis of relevant legislation, which will then be disseminated to countries for their use in identifying legislative gaps and proposing appropriate new laws.

Health Sector Reform

This program is the most direct response in the LAC Regional PHN portfolio to Initiative 17 of the Action Plan from the Miami Summit; the specific objective at the SO level is to increase in-country capability to assess health sector problems and to design, implement, and monitor these reforms. Achievements so far are impressive. A baseline assessment revealed that eight countries have an entity in place to lead reform efforts, indicating a high priority placed on reform activities, and providing a good starting point for ongoing contact and collaboration with this program. In four of the five remaining target countries, the Ministry of Health tacitly assumes responsibility for leading health reform efforts.

Because this was the start-up phase, several achievements are not reflected directly in the objectives and intermediate results but which are essential to program implementation. A Steering Committee was formed, and a Memorandum of Understanding was developed by the Partners, outlining working arrangements among them. In addition, the Steering Committee has begun to develop a public information strategy for fluid two-way communication with USAID and PAHO Missions and stakeholders in health reform efforts in the region.

The initial methodology/tool being developed and tested in the region is National Health Accounts (NHA). This methodology is a means to identify amounts, sources, and uses of all funds spent on health. Geographic and institutional analysis of such information enables health sector managers to identify situations they wish to modify, and a means to evaluate progress over time. For example, if poor regions show high proportions of funds from private sources, this shows that public subsidies for health care are not reaching the poor. Consensus was reached between the implementing agencies and other major development agencies (World Bank, IDB) on the methodology to be utilized for preparing national health accounts, enabling comparison of data regardless of which assistance agency is involved. Currently, all

six countries where national health accounts were introduced by this program are using them, demonstrating their relevance to country needs. In addition, other target countries have requested assistance and are exploring field support funding of such efforts.

Guidelines are also being prepared on the approaches to decentralization which have the most impact on health status improvement and equity of access. These will enable managers to shape decentralization for maximum positive outcomes. A concept paper was prepared which sets forth an analytical framework for this work. The guidelines will be based on empirical evidence from several countries which have undergone decentralization in the health sector (Chile, Bolivia and Colombia).

Making existing literature regarding health reform easily and widely available will be important to achieving sustainable health reform in the region. PAHO developed, through a process of consultation with specialists in information services and health reform policymakers, a new thesaurus of health reform terminology to facilitate the collection and cataloguing of reform documents. PAHO was successful in capturing and abstracting 1,600 new pieces of unpublished (grey) literature on health reform into their electronic database. By channelling these informal written materials into the public arena, policymakers and researchers gain immediate access to relevant and timely materials.

The Miami Summit Action Plan specifically assigns PAHO the responsibility for monitoring health reform and its impact. To this end, PAHO gathered preliminary baseline information on health reform efforts in all 13 countries. This is a first step toward systematically defining a set of indicators on the process and outcome of reform and monitoring them regularly with feedback to the countries.

2. Expected Progress Through FY 2000 and Management Actions

LAC/RSD proposes to develop additional activities for the SO over the next year in response to the USAID's Infectious Disease strategy now under development, to add a focus on community level response to children's illnesses and to respond to the need for improvements in the quality of family planning services. Approval for these new activities will be sought as they are developed--the infectious disease activities would likely be part of the ongoing Integrated Management of Childhood Illness Results Package, as would the community-level activities regarding childhood illness. However, the Family Planning Quality activities would most likely be a separate Results Package.

A management action we are taking to increase information exchange between LAC/RSD/PHN and USAID Missions is a newsletter, centered on the LAC Regional program but also covering other priority program interests in the PHN field. The first issue is under development.

Vaccination

Overall prospects for achieving performance targets through 2000 are excellent. Additional efforts will be required to increase coverage levels in two countries: (1) Guatemala, where

the Mission will add-on to the PAHO grant for specific activities in the locations which have particularly low coverage rates, and (2) especially in Haiti, where there is very little infrastructure and weak leadership in the Ministry of Health at present, resulting in both coverage and surveillance needing significant upgrading. PAHO will continue to actively involve NGOs as well as other private sector entities to strengthen their role in surveillance of vaccine-preventable diseases as well as in providing vaccinations. Collaboration between the Vaccination and IMCI program staff will continue to be fostered with formal meetings and planned joint activities in order to reduce missed opportunities to vaccinate.

In lieu of a mid-term evaluation initially scheduled for FY 1998, a more exhaustive evaluation of progress over the course of our 15 year involvement with PAHO is budgeted during FY 2000. As this is planned to be our last grant to PAHO for vaccination programs, it will be useful to have an examination of essentially the full experience as we wind down our joint program.

Integrated Management of Childhood Illness

Ministries of Health in the region have responded enthusiastically to this program, which bodes well for achieving revised performance targets for FY 2000. Although the Ministry of Health in Guatemala has been slow in adopting the IMCI strategy, we anticipate that implementation will begin there in 1998. Haiti will be more problematic, and likely the last country to reach each stage (and indicator) of this program.

The process of decentralization in the region is providing an additional challenge as the strategy needs to be "bought into" at all levels of the health service delivery system. For the IMCI strategy to be successful, it also must include the participation of the community. We intend to amend this Results Package to add regional activities focusing on such programs, which will need to involve UNICEF.

The most difficult indicators to achieve will be those related to IMCI drug availability. To strengthen logistics management for IMCI drugs in each target country, PAHO's Essential Drug project representatives, along with BASICS and the G/PHN Rational Pharmaceuticals Management project, will present an IMCI Essential Drug workshop in November 1998.

Maternal Mortality

Using our clearer vision of program implementation based on one year's experience, we have proposed revised indicators and one revised IR. We expect steady progress towards achieving the newly articulated targets for the year 2000. We will continue to work with PAHO to strengthen their administrative capacity to manage this grant. With our encouragement, they have filed the appropriate documentation to hire the administrator budgeted for year two of the program. A mid-term evaluation is scheduled in late 1999, which will focus on the interrelationship between the pilot activities and policy reforms.

Health Sector Reform

To ensure progress, we will emphasize institutionalization of the monitoring and evaluation system, timely preparation and approval of annual workplans and the strengthening of feedback mechanisms. By FY 2000, we expect significant progress on all the IRs. At least half of the target countries where each new methodology or tool is introduced will be applying it; key actors in the majority of target countries will have access to new information; the majority of target countries will be monitoring reform processes and outcomes; and at least half of the participants in fora will take action based on ideas they glean from these events.

As a product of these advances on IRs, we expect to make substantial progress toward achieving the SO. The majority of target countries will have in-country capability to undertake reform, with access to analytical skills by the year 2000, but fewer countries will have enabling policy environments and entities with control over human and financial resources to implement reforms.

3. Environmental Compliance

The need for IEEs for the Family Planning Quality activity and Infectious Disease will be examined during the development of these activities.

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 6/96; Vaccination		COUNTRY/ORGANIZATION: LAC Regional Program	
RESULT NAME: More effective delivery of sustainable, high quality vaccination services.			
SO INDICATOR 1: Target countries with coverage of each EPI antigen (BCG,OPV3, DPT3, measles, and TT2) at planned levels			
UNIT OF MEASURE: Number	YEAR	PLANNED a/b/c	ACTUAL a/b/c
SOURCE: PAHO Reports			
INDICATOR DESCRIPTION:			
COMMENTS: Target countries for the Vaccination Results Package include: Bolivia, Ecuador, Peru, Nicaragua, El Salvador, Honduras, Guatemala and Haiti.			
a = # of countries with at least 90% vaccination coverage of core antigens (BCG,OPV3, DPT3) in children <1 year of age. b = # of countries with 95% measles vaccine coverage of children 1 year of age c = # of countries with 100% vaccine coverage with TT2 in women of childbearing age in high risk areas*			
* Indicator (c) is proposed to be revised to read: "# of countries with 90% vaccine coverage with TT2..." ** This is provisional data through 7/7/97 due to incomplete country reporting, these figures may be revised. *** This target can only be achieved if Haiti begins reporting (otherwise target will be 7/7/7).			
1995 (B)	-----	2/1/0	
1996	3/1/0	3/2/0	
1997	4/2/2	4/3/0 **	
1998	5/3/4		
1999	7/6/6		
2000-01 (T)	8/8/8 ***		
Grant period is from August 1, 1996 through July 31, 2001			

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
RESULT NAME: More effective delivery of child health services in response to DD, ARI, and malnutrition.			
SO INDICATOR 2: Target countries with 10% of facilities delivering IMCI services.*			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua, and Haiti. * The indicator and targets are proposed to be modified to read: "Target.....10% of health facilities...." 1997=0 1998=3 1999=5 2000=7 2001=8	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	0	0
	1998	5	
	1999	6	
	2000	7	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
RESULT NAME: More effective delivery of child health services in response to DD, ARI, and malnutrition.			
SO INDICATOR 3: Target countries with 100% of facilities in pilot districts delivering IMCI services.*			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua, and Haiti. * The indicator and targets are proposed to be modified to read: "Target.....90% of health facilities in designated districts...." 1997=0 1998=3 1999=5 2000=7 2001=8	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	0	0
	1998	5	
	1999	6	
	2000	7	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 11/96, Maternal Mortality		COUNTRY/ORGANIZATION: LAC Regional Program	
RESULT NAME: More effective delivery of Essential Obstetrical Care.			
SO INDICATOR 4: Target countries with basic obstetric care delivered according to national standards at 10% or more of first-level referral facilities in addition to the pilot districts where the program works.*			
UNIT OF MEASURE: Number SOURCE: PAHO, MotherCare, Quality Assurance Reports INDICATOR DESCRIPTION: Trained personnel includes health staff that have had at least 6 months of general health training. COMMENTS: Target countries for the Maternal Mortality Results Package include: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay and Peru. *This indicator and targets are proposed to be changed to read "Target countries with percentage of births attended by trained personnel increased by at least 1% over previous year," which uses existing data and will reflect the gradual improvements in maternal care that are likely from this Results Package. 1996=Baseline data collected on all 11 countries. 1997=0 1998=3 1999=6 2000=9 2001=11	YEAR	PLANNED	ACTUAL
	1996	0	see comments
	1998	see comments	
	1999	see comments	
	2000	see comments	
	2001 (T)	see comments	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions APPROVED: 11/96; Maternal Mortality COUNTRY/ORGANIZATION: LAC Regional Program			
RESULT NAME: More effective delivery of Essential Obstetrical Care.			
SO INDICATOR 5: Target countries with at least 25% of obstetric complications treated at the first level of referral in pilot districts.*			
UNIT OF MEASURE: Number SOURCE: PAHO, MotherCare, Quality Assurance Reports INDICATOR DESCRIPTION: Reporting units for this indicator are health districts (political/administrative/geographic breakdown according to each country situation) and hospitals. COMMENTS: Target countries for the Maternal Mortality Results Package include: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay and Peru. Pilot districts for community and facility improvement activities will be used to test program interventions. *This indicator and targets are proposed to be revised to: "Target countries with 5% increase over prior year in percentage of reporting units with maternal mortality committees which produce annual reports", which reflects the changes in response to maternal deaths that this Results Package intends to foster, but avoids the need to identify all obstetric complications for the denominator. 1997=Baseline data collected on all 11 countries. 1998=3 1999=6 2000=9 2001=11	YEAR	PLANNED	ACTUAL
	1997 (B)	0	see comments
	1998	see comments	
	1999	see comments	
	2000	see comments	
	2001 (T)	see comments	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions APPROVED: 29/07/97; Health Sector Reform COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT: More effective delivery of sustainable country health sector reforms (designed to increase equitable access to high quality, efficiently delivered basic health services)			
SO INDICATOR 6: Target countries with changes in structure and functioning of health sector that increase at least 3 of the following: efficiency, equity, quality, financial sustainability and community participation.*			
UNIT OF MEASURE: Number SOURCE: PAHO Reports using information from PHR, DDM and other sources, including mission R4s. INDICATOR DESCRIPTION: COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru. Examples of changes in structure and function are: changes in the relationship between public and private institutions, and the separation of provision of services, financing services and regulation and normative functions. *Work is underway to redefine the indicator to more closely associate changes with the achievements of the Results Package and the areas in which the Results Package seeks to impact upon the process of reform, such as through improved methodologies and tools, improved access to written information and opportunities for exchange of ideas among countries and continuous monitoring of reforms. **due to proposed modification of indicator, baseline and target levels for original indicator have not been established.	YEAR	PLANNE D	ACTUAL
	1997	**	
	1998	**	
	1999	**	
	2000	**	
	2001 (T)	**	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions					
APPROVED: 29/07/97; Health Sector Reform		COUNTRY/ORGANIZATION: LAC Regional Program			
RESULT NAME: More effective delivery of sustainable country health sector reforms (designed to increase equitable access to high quality, efficiently delivered basic health services)					
SO INDICATOR 7*: Target countries with in-country capability to assess health sector problems and to design, implement and monitor reforms, demonstrated by having an entity responsible for: a,b,c,d (see below)					
UNIT OF MEASURE: Number	YEAR	PLANNED a/ b/ c/ d	ACTUAL a/ b/ c/ d		
SOURCE: PAHO Reports from PHR, DDM and other sources					
INDICATOR DESCRIPTION:					
COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru. a = ...responsible for reform b = ...responsible for reform with access to analytical skills c = ...responsible for reform with an enabling policy environment d = ...responsible for reform with authority to direct human and financial resources to implement reforms. *This was called an IR last year, with the next level called sub-IRs. We propose to acknowledge this as an SO level indicator and to call the next level IRs, to simplify the structure of the SO. *not available in PAHO baseline report					
1997				a,b,c,d: 6,4,3,2	a,b,c,d: 8,*,*,*
1998				a,b,c,d: 8,6,4,3	
1999				a,b,c,d: 8,8,5,4	
2000	a,b,c,d: 10,10,6,				
2001 (T)	a, b, c, d: 12,12,7,6				

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 6/96; Vaccination Program		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.1.1: Improved policy environment relating to vaccination programs.			
INDICATOR 3.1.1: Target countries which finance all costs related to vaccines and syringes.			
UNIT OF MEASURE: Number SOURCE: PAHO INDICATOR DESCRIPTION: COMMENTS: Target countries for the Vaccination Results Package include: Bolivia, Ecuador, Peru, Nicaragua, El Salvador, Honduras, Guatemala and Haiti. *Grant period is from August 1, 1996 through July 31, 2001	YEAR	PLANNED	ACTUAL
	1995 (B)	-----	2
	1996	3	3
	1997	5	5
	1998	6	
	1999	6	
	2000-01 (T) *	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 6/96; Vaccination		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.1.2: Expanded and improved vaccination delivery by public and private sectors, including NGOs.			
INDICATOR 3.1.2: Target countries with less than 10% missed opportunities to vaccinate.*			
UNIT OF MEASURE: Number SOURCE: PAHO INDICATOR DESCRIPTION: COMMENTS: Target countries for the Vaccination Results Package include: Bolivia, Ecuador, Peru, Nicaragua, El Salvador, Honduras, Guatemala and Haiti. * Missed opportunities refers to those times a woman and/or child comes to a health center for reasons other than to receive vaccinations and the health worker does not review the child/mothers' immunization status and provide the requisite vaccinations. **Target and indicator have been revised to read: "Target countries with less than or equal to 10% missed opportunities to vaccinate" 1996=0 1997=1 1998=2 1999=4 2000=6 2001=8 ***Grant period is from August 1, 1996 through July 31, 2001	YEAR	PLANNED	ACTUAL
	1995 (B)	-----	0
	1996	1	1
	1997	2	2
	1998	5	
	1999	7	
	2000-01 (T) ***	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 6/96; Vaccination		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.1.3: Strengthening and support of the measles surveillance system			
INDICATOR 3.1.3: Samples from suspected measles cases investigated properly* by regional laboratories.			
UNIT OF MEASURE: Proportion SOURCE: PAHO INDICATOR DESCRIPTION: COMMENTS: Target countries for the vaccination Results Package include: Bolivia, Ecuador, Peru, Nicaragua, El Salvador, Honduras, Guatemala and Haiti. * Properly reviews to follow-up of every suspected measles case in the region according to the Measles Elimination Guide which includes: visits by a trained epidemiologist to the area where a possible case has occurred, collection of specimens for laboratory investigation, and vaccination of all unvaccinated children. ** Grant period is from August 1, 1996 through July 31, 2001	YEAR	PLANNED	ACTUAL
	1995 (B)	-----	60%
	1996	80%	80%
	1997	90%	96%
	1998	95%	
	1999	100%	
	2000-01 (T) **	100%	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.1: Country health leaders have information for IMCI adoption.			
INDICATOR 3.2.1a: Target counties where country leaders have adequate information regarding IMCI.*			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua and Haiti. * The indicator has been modified to read: "Target countries where Ministry of Health leaders have adequate...." Adequate is defined as Ministry of Health have been briefed on the IMCI strategy, country requirements in order to implement (e.g., policies, human resources, drug management system, etc).	YEAR	PLANNE D	ACTUAL
	1996 (B)	-----	0
	1997	2	7
	1998	5	
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.1: Country health leaders have information for IMCI adoption.			
INDICATOR 3.2.1b: Target counties with official decision to adopt IMCI.			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua and Haiti.	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	2	7
	1998	5	
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.2: Country plans and strategies in place for introduction and implementation of IMCI.			
INDICATOR 3.2.2: Target countries with IMCI plans and strategies adopted including identification of resource requirements			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua and Haiti.	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	2	7
	1998	8	
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.3: Improved country capacity to implement IMCI			
INDICATOR 3.2.3a: Target countries with more than 10% of ambulatory health facilities which have (all of the following): IMCI norms, service providers trained in IMCI; IMCI essential drugs available at least 75% of time; and district plans that include IMCI at this level.*			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua and Haiti. *Note: This indicator and targets have been revised to read: "Target countries where 80% of districts have developed plans for IMCI implementation." 1997=0/0 1998=3/1 1999=6/3 2000=8/5 2001=8/8	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	2	0
	1998	5	
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.3: Improved country capacity to implement IMCI			
INDICATOR 3.2.3b: Target countries with 100% of pilot districts which have: IMCI norms; service providers trained in IMCI; IMCI essential drugs available at least 75% of time; and district plans that include IMCI at this level.*			
UNIT OF MEASURE: Number/ Proportion SOURCE: PAHO and BASICS Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua and Haiti. *Note: This indicator and targets have been revised to read: "Number of target countries with 90% of ambulatory health facilities in designated districts which have IMCI norms, trained health service providers, and IMCI essential drugs available." 1997=0 1998=4 1999=8 2000=8	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	2	0
	1998	5	
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 3/97; IMCI		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.2.4: Monitoring and evaluation used to adjust IMCI program plans.			
INDICATOR 3.2.4: Target countries with IMCI annual plans that reflect findings from monitoring and evaluation.*			
UNIT OF MEASURE: Number SOURCE: PAHO and BASICS Reports INDICATOR DESCRIPTION: COMMENTS: Target countries for the IMCI Results Package include: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua and Haiti. *Note: The indicator and targets have been revised to read: "Target countries which have incorporated monitoring and evaluation findings into annual IMCI national plans." 1997=0 1998=3 1999=5 2000=8 2001=8	YEAR	PLANNED	ACTUAL
	1996 (B)	-----	0
	1997	2	0
	1998	5	
	1999	8	
	2000	8	
	2001 (T)	8	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 11/96; Maternal Mortality		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.3.1: Increased capability of selected PVO networks and Ministries of Health to identify and respond to community needs (in order to increase utilization of essential obstetrical care).*			
INDICATOR 3.3.1a: Knowledge of staff of NGOs and Ministries of Health regarding community mobilization for Essential Obstetric Care**			
UNIT OF MEASURE: not determined SOURCE: not determined INDICATOR DESCRIPTION: COMMENTS: *This IR is proposed to be revised to "Increased capacity of community to recognize and respond to pregnancy-related complications by accessing health services in pilot districts," in order to reflect the re-direction of IR 3.3.1 activities from networks in the region to testing unified models of maternal care in pilot districts which both increase community mobilization and enhance the quality of care at first level referral facilities. (The latter is IR 3.3.2). **This indicator and targets are proposed to be revised to "Pilot countries where adults interviewed in pilot districts who can name unprompted one or more of the danger signs during pregnancy, labor and delivery, and immediate post-partum increased by 5% over prior year" to reflect the revised IR. 1997=Baseline data is available. 1998=3 1999=3 2000=3 2001=3	YEAR	PLANNE D	ACTUAL
	1997 (B)	0	See comments
	1998		
	1999		
	2000		
	2001 (T)		

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 11/96; Maternal Mortality		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.3.1: Increased capability of selected PVO networks and Ministries of Health to identify and respond to community needs (in order to increase utilization of essential obstetrical care).			
INDICATOR 3.3.1b: Changes in programs of NGOs and MOHs to foster community mobilization.*			
UNIT OF MEASURE: not determined SOURCE: not determined INDICATOR DESCRIPTION: COMMENTS: *This indicator and targets are proposed to be changed to "Pilot countries where the percentage of adults interviewed in pilot districts who can specify their intent to use services in the event of obstetric complications increased by 3% over the prior year," in order to reflect the proposed revision of the IR. 1997 =Baseline data collected. 1998 =3 1999 =3 2000 =3 2001 =3	YEAR	PLANNED	ACTUAL
	1997 (B)	0	TBD
	1998		
	1999		
	2000		
	2001 (T)		

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 11/96; Maternal Mortality		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.3.2: Development, testing, evaluation, and dissemination of approaches to enhance the use of protocols, standards and guidelines at the first level of referral.			
INDICATOR 3.3.2a: Target countries which have been reached by the dissemination of results from pilot studies on approaches to increasing health worker compliance with national norms for Essential Obstetric Care.*			
UNIT OF MEASURE: Number SOURCE: not determined INDICATOR DESCRIPTION: COMMENTS: Pilot districts for community and facility improvement activities will be used to test program interventions. Pilot districts are in the three demonstration countries: Bolivia, Ecuador, and Honduras. *This indicator was revised to: "Pilot countries where the percentage of targeted facilities in the pilot districts that have the capacity to provide Essential Obstetric Care increased by 15% over the prior year," in order to reflect more closely the impact of this IR on the SO level. 1997 =Baseline data collected. 1998 = 3 1999 = 3 2000 = 3 2001 = 3	YEAR	PLANNED	ACTUAL
	1997 (B)	0	TBD
	1998		
	1999		
	2000		
	2001 (T)		

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 11/96; Maternal Mortality		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.3.2: Development, testing, evaluation, and dissemination of approaches to enhance the use of protocols, standards and guidelines at the first level of referral.			
INDICATOR 3.3.2b: Target countries to which prototype protocols and standards have been disseminated.*			
UNIT OF MEASURE: Number SOURCE: not determined INDICATOR DESCRIPTION: COMMENTS: *This indicator was revised to be incorporated into: "Pilot countries where the percentage of targeted facilities in the pilot districts that have the capacity to provide Essential Obstetric Care increased by 15% over the prior year," as discussed above. 1997 =Baseline data collected. 1998 =3 1999 =3 2000 =3 2001 =3	YEAR	PLANNED	ACTUAL
	1997 (B)	0	TBD
	1998		
	1999		
	2000		
	2001 (T)		

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 11/96; Maternal Mortality		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.3.3: Intensive implementation of the Essential Obstetric Care aspects of the Regional Plan for the Reduction of Maternal Mortality.			
INDICATOR 3.3.3: Target countries with policies and plans, adequately funded programs for community mobilization to increase the utilization of Essential Obstetric Care and for delivery of Essential Obstetric Care at the first level of referral.*			
UNIT OF MEASURE: Number SOURCE: not determined INDICATOR DESCRIPTION: COMMENTS: Target countries for the Maternal Mortality Results Package include: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay and Peru. *This indicator was split into four, reflecting its component parts: · policies and plans/community (actual = 4) · fully funded programs/community (actual = 2) · policies & plans/1st level care (actual = 3) · fully funded programs/1st level care (actual = 1) For each indicator, the targets are: 1997 =Baseline 1998 =3 1999 =6 2000 =9 2001 =11	YEAR	PLANNED	ACTUAL
	1997 (B)	0	1
	1998		
	1999		
	2000		
	2001 (T)		

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 7/29/97; Health Sector Reform		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.4.1: Methodologies and tools developed, tested and disseminated for analysis, design, implementation and monitoring of country health sector reforms.			
INDICATOR 3.4.1: Target countries using 50% of the methodologies and tools developed, tested and disseminated by this program. <i>(see comments below for proposed change)</i>			
UNIT OF MEASURE: Number SOURCE: PAHO Reports from PHR, DDM and other sources INDICATOR DESCRIPTION: COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru. *We have modified this indicator to read: "Methodologies and tools actively used by key actors in 50% or more of target countries where introduced." This revised indicator allows us to track each methodology and tool introduced. By measuring use by countries, we can monitor whether the methodologies and tools introduced are useful to the countries and whether the dissemination is carried out effectively. **because of proposed modification of indicator, future targets for original indicator have not been established. ***All six target countries where National Health Accounts were introduced are using them.	YEAR	PLANNED	ACTUAL
	1997	50%	100%***
	1998	**	
	1999	**	
	2000	**	
	2001 (T)	**	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 7/29/97; Health Sector Reform		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.4.2: Information on health reform efforts and experience gathered and made widely available to interested parties in LAC countries and to health sector donors.			
INDICATOR 3.4.2a: New titles in the BIREME/LILACS collections of published and fugitive LAC health sector reform literature appropriately abstracted and accessible. <i>(see comments below for proposed change)</i>			
UNIT OF MEASURE: Number SOURCE: PAHO Reports INDICATOR DESCRIPTION: COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru. We have modified this indicator to read: "Target countries where at least five different institutions report receiving materials through this Results Package." The modified indicator measures results more broadly. The proposed indicator encompasses the various channels which will be used to disseminate information. *1600 new titles have been abstracted for BIREME/LILACS collections and are in process of being made available. **because of proposed modification of indicator, future targets for original indicator have not been established.	YEAR	PLANNED	ACTUAL
	1997	0	1600*
	1998	**	
	1999	**	
	2000	**	
	2001 (T)	**	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 7/29/97; Health Sector Reform		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.4.2: Information on health reform efforts and experience gathered and made widely available to interested parties in LAC countries and to health sector donors.			
INDICATOR 3.4.2b: Target countries with electronic networks of public and private members/subscribers. ***			
UNIT OF MEASURE: Number SOURCE: PAHO Reports from PHR, DDM and other sources INDICATOR DESCRIPTION: COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Ecuador, Peru, Paraguay, Brazil, Mexico, El Salvador, Guatemala, Honduras, Nicaragua, the Dominican Republic, Jamaica, and Haiti. **because of proposed modification of indicator, future targets for original indicator have not been established. ***We have modified this indicator to read: "Electronic network users surveyed who report finding network services useful." The proposed revision focuses on results of participation in electronic networks rather than on whether or not the electronic networks exist.	YEAR	PLANNED	ACTUAL
	1997	information not available in PAHO baseline	information not available in PAHO baseline
	1998	**	
	1999	**	
	2000	**	
	2001 (T)	**	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 7/29/97; Health Sector Reform		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.4.3: Reform processes and outcomes monitored and feedback provided to countries, donors and other partners.			
INDICATOR 3.4.3: Target countries for which data on principal indicators of health sector reform process and outcomes are analyzed and reported by PAHO to country program managers, donors and other partners.***			
UNIT OF MEASURE: Number SOURCE: PAHO Reports INDICATOR DESCRIPTION: COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Brazil, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru. *1997 achievement refers to <i>preliminary baseline</i> information collected by PAHO and made available to each target country. **because of proposed modification of indicator, future targets for this indicator have not been established. ***We have revised this indicator to read: "Regional monitoring system for comparative analysis of health sector reform institutionalized by PAHO." This emphasizes the institutionalization of the overall system rather than the number of countries for which data are available. We have added another complementary indicator which reads: "Target countries that monitor health sector reform using framework established by PAHO." The additional indicator sets a performance standard reflecting the responsibility of each country.	YEAR	PLANNED	ACTUAL
	1997	13	13*
	1998	**	
	1999	**	
	2000	**	
	2001 (T)	**	

STRATEGIC OBJECTIVE NO. 3: More effective delivery of selected health services and policy interventions			
APPROVED: 7/29/97; Health Sector Reform		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 3.4.4: Opportunities and means to share experience and advice between countries are established.			
INDICATOR 3.4.4: Target countries hosting and/or sending participants on study tours and/or subregional topical meetings sponsored by this Results Package.			
UNIT OF MEASURE: Number SOURCE: PAHO Reports from PHR, DDM and other sources INDICATOR DESCRIPTION: COMMENTS: Target countries are the USAID presence countries with PHN objectives: Bolivia, Ecuador, Peru, Paraguay, Brazil, Mexico, El Salvador, Guatemala, Honduras, Nicaragua, the Dominican Republic, Jamaica, and Haiti. We have modified this indicator to read: "Participants surveyed who report taking steps based on lessons learned in fora." The proposed revision focuses on results of participation in exchanges rather than on whether or not the exchanges take place.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	**	
	1999	**	
	2000	**	
	2001 (T)	**	

Strategic Objective No. 4: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity

SO Rating: Met Objectives

1. Performance Analysis

The Latin America and Caribbean region has over half the world's biodiversity. It also has one of the highest rates of deforestation, land conversion, and industrialization. Consequently it also has one of the highest rates of habitat loss. Being lost are untapped and irreplaceable genetic resources--closing doors on the potential these resources offer for advances in medicine, industry, and agriculture. This SO's activities are recognized for their pioneering success in conserving critical habitats and their biological resources, and doing so in a manner that meets the immediate needs of local communities by strengthening local NGOs and indigenous groups, and providing sustainable economic activities for marginalized rural people.

The SO is also one of the LAC Bureau's most important and successful in helping the USG meet its obligations to the Summit of the Americas (Initiative #22: Partnership for

Protecting Precious Rain Forest Amid Social Upheaval: El Triunfo Biosphere Reserve, Chiapas, Mexico

In 1991, El Triunfo was a small state park containing only a dilapidated park headquarters, which had been abandoned by the federal government when World Bank funds ran out in the 1980's. By 1997, after almost six years of Parks in Peril (PiP) assistance, El Triunfo had been transformed into a model "graduated" protected areas of the PiP program, and park staff now have the skills and tools to address critical threats. Key accomplishments over the last six years include:

- Attaining medium-term (3-5 years) financing for park management from the Global Environment Facility of the World Bank. In FY 1997 alone, GEF contributed \$200,000 to park management activities.
- Providing technical assistance in compatible economic development to the bordering Loma Bonita community which had formerly been hostile to the creation of the reserve.
- Collaborating with the federal government's Agricultural Reform Ministry to find appropriate farmland for landless peasants who had been resettled within the park after the Zapatista uprisings in 1994. Currently, the Agricultural Reform Ministry has stopped purchasing land within the reserve's core to resettle disenfranchised peasants.
- Rebuilding the park headquarters, constructing other needed infrastructure, and staffing and funding the park with eleven trained and equipped park guards. In FY 1997, total Mexican funds allocated for park management was \$150,000.

Biodiversity) and the Bolivia Sustainable Development Summit (Summit Initiative Area--Sustainable Agriculture and Forests, Sub-category--Biodiversity Conservation). Overall, the SO is successful. Park protection was greatly improved in 28 park sites in 12 countries, covering over 22 million acres. These 28 sites include representative samples of 25 of LAC's 55 globally-important ecological regions (there are 178 ecological regions in LAC) and 9 critical mangrove habitats. Four additional park sites achieved a level of adequate management (the SO indicator), meaning that they no longer require intensive USAID funding to function. These sites are: Machalilla, Ecuador; Darien, Panama; Lagartos/Celestun, Mexico; and El Triunfo, Mexico. Including these four sites, a total of 13 sites covering ten million acres have achieved adequate management under Parks in Peril (PiP).

In FY 1997, project implementation proceeded efficiently except in Colombia. The continued political difficulties and national budget cutbacks in Colombia have slowed progress towards protecting the four Colombian sites. This has prevented the program from providing adequate on-site protection (IR 4.1) at these sites. During the SO time frame, three of the four Colombian sites will not meet the SO's standards for adequate management. Macro-level policy must be changed to direct sufficient in-country resources to cover adequate park staffing levels over the long term.

It was anticipated that another three sites would have also "graduated" this year. Of these three sites: (a) Sierra de las Minas was expanded by the Government of Guatemala to include 52,000 acres of adjoining wetland (in FY 1996), requiring additional FY 1997 and FY 1998 support to ensure protection of the larger unit; (b) Pampas del Heath, Peru, was incorporated into the larger Bahuaja-Sonene National Park by the Government of Peru, requiring additional FY 1998 support to ensure protection until Dutch funding becomes available in CY 1998; and (c) Podocarpus, Ecuador, required an additional year of PiP support to improve park infrastructure and site financial planning and will graduate in FY 1998.

SO targets have been modified to account for delays in Colombia. The targets now delay the "graduation" of Chingaza, Colombia for one year (to FY 1998) and remove the other three Colombian sites not graduating from planned levels within the SO's time frame. Nonetheless, USAID support has made a significant positive impact on park protection in Colombia. The Colombian Government now funds minimal staffing levels and other management activities at these sites, partner Colombian NGOs have been strengthened so that they can explore and implement private sector options for funding and staffing, and community participation in site management and economic activities has greatly increased. In recognition of this, USAID/Colombia has allocated local currency funding to three of these sites.

We anticipate that an additional eight sites will meet the SO indicator by the end of FY 1998. Activities are proceeding well at these sites, and the Global Environment Facility (GEF) is adequately supporting conservation at planned sites in Mexico, Ecuador and Bolivia.

Intermediate Result 4.1: **Strengthened on-site capacity for long-term protection of targeted parks and reserves**

Excluding the sites in Colombia, FY 1997 indicator targets under this IR were met or exceeded. Future planned levels under IR indicators have been revised to remove Colombian sites not able to meet indicator criteria. In addition, we determined that two of these IR indicators are inappropriate measures of the success of the Talamanca Corridor in Costa Rica—a unique PiP site since over 85% of this corridor is *not* within a government-sanctioned protected area but within many small, private landholdings. Therefore, the Talamanca site is not included in future planning levels for these IR indicators.

Intermediate Result 4.2: **Strengthened capacity of partner NGOs for sustainable management of targeted parks and reserves**

Targets were met for both NGO indicators. Fourteen local conservation NGOs are competent administrators, project managers and actors influencing local and national environmental policy. In addition, The Nature Conservancy (TNC) completed and has begun distributing "*Rumbo al Exito*", the first NGO board strengthening manual published in Spanish. This guide makes approaches for institutional strengthening available widely to NGOs in Latin America. It was distributed to 120 NGO board members at the Parks in Peril Conservation Training Week and was used to help train 16 partner NGOs' Boards of Directors and three regional Board trainers.

Our partner local NGOs (14 NGOs from "active" sites and three NGOs from "graduated" sites), working with an additional 32 local NGOs and three government agencies, met expected targets for the number of policy interventions made over the past year. Examples of successful interventions include: (a) changing Ecuador's national mining law to eliminate mining concessions in national parks; (b) obtaining decrees which increased Mexico's Sian Ka'an Biosphere Reserve by an additional 86,270 acres (an approximate 5% increase) and Paraguay's Mbaracayu reserve by almost 16,055 acres (about a 10% increase); (c) coordinating a summit between the Presidents of Panama and Colombia, where an official declaration was signed to protect the natural resources of their border (Darien) region; and (d) granting PROMETA, our partner Bolivian NGO, legal authority by the Government of Bolivia to manage Tariquia Fauna and Flora Reserve.

Intermediate Result 4.3: **Community constituency developed to support sustainable management of targeted parks and reserves**

We are generally meeting our targets under this IR. Community awareness of the ecological importance of neighboring protected area greatly exceeded planned expectations, demonstrating the effectiveness of the environmental education programs. At the 13 sites sampled, 40% of the populace was aware of the site's importance.

In addition, the number of people involved in conservation-oriented activities and decisionmaking at the site met or exceeded targets, but targets for the proportion of local people fell short. It is unclear why the proportion targets for people involved in conservation-oriented activities were not met. It is possible that the number of people who live in and around PiP sites was underestimated. The external evaluation should help us determine if adjustments are needed in our program approach and targets for these indicators.

There have been delays in the development and field-testing of important community involvement approaches under this IR (e.g., Human Ecological Profile). This may affect the IR's future performance. The SO core team discussed these delays with TNC, who hired two additional staff to address community conservation issues. TNC will also submit a FY 1998/FY 1999 time table outlining steps necessary to address such problems. LAC/RSD and TNC will meet regularly to examine progress along the timetable and discuss feedback from ultimate customers (i.e., local NGOs and communities).

Intermediate Result 4.4: **Non-USAID funding sources attained
or
created for parks and reserves**

The SO was extremely effective at leveraging additional non-USAID funding. In FY 1997, over \$3.0 million was provided by local governments and local NGOs for the 18 PiP sites still receiving intensive USAID support. This averages almost \$170,000 per site, greatly exceeding planned levels. Mexico provides a good example of local government support. In FY 1997, Mexican federal, Chiapas state and municipal governments provided around \$720,000 for PiP sites, far exceeding their funding levels prior to USAID assistance. The performance under this indicator would have been even greater if it had included funds provided by TNC, such as their FY 1997 match of \$430,000 and a \$250,000 trust fund to insure conservation at Sierra de las Minas, Guatemala.

The IR also met its targets for development of park-specific long-term financial management plans. In FY 1997, six sites completed long-term financial plans (El Triunfo, Mexico; Lagartos/Celestun, Mexico; Panama Canal Watershed, Panama; Tariquia, Bolivia; Noel Kempff Mercado, Bolivia; Machalilla, Ecuador). To date, 12 sites have completed these plans.

2. Expected Progress Through FY 2000 and Management Actions

If requested funding is provided, an additional 12 sites will achieve the SO benchmark of "adequate management" by the end of FY 1999, which the new site in the Dominican Republic is expected to reach by the end of FY 2000. This will bring the total number of sites achieving adequate management to 26 of the current 29 sites -- with the three Colombian sites being the exceptions.

Over the last six months, three new sites, containing five globally-important ecoregions, entered the program: Madre de las Aguas, Dominican Republic (357,000 acres of montane tropical and pine forest); Guaraquecaba Environmental Protection Area, Brazil (774,000 acres

of Atlantic coastal rain forest); and Chaco, Paraguay (1.9 million acres of dry forest). In FY 1998, we expect to add four more sites. USAID/Jamaica, USAID/G-CAP and USAID/Mexico have reserved funds to finance these sites with LAC/RSD.

To improve performance, findings of the external evaluation (January - May, 1998), will be incorporated into management of this SO before next year's R4 review. Conducting the external evaluation is a team from Tropical Research and Development (e.g., Team Leader, Park Management Specialist, Conservation Finance Specialist) and G/WID (Community Development Specialist). Both intermediate and ultimate customers, as well as Mission and Washington staff, are actively involved.

This SO is also investigating opportunities to work cross-sectorally. TNC has met with LAC/RSD's Environment and Broad-based Economic Growth staff to discuss links between microenterprise development in "buffer zone" areas surrounding PiP sites. It is likely that TNC will prepare a grant proposal to access microenterprise funds from the G Bureau's Economic Growth Center.

Under the SO, LAC/RSD provided a small grant to the U.S. Department of Interior to support development of the Inter-American Biodiversity Network (IABIN). IABIN is an inter-governmental initiative that promotes greater coordination among Western Hemisphere countries in the collection, exchange and use of environmental information, thereby advancing Initiative 31 of the Bolivia Summit on Sustainable Development's Plan of Action.

Additionally, LAC/RSD has initiated consultations with the Global Bureau's Environment Center (G/ENV), the World Bank and the GEF about co-financing a donors' conference to identify and highlight gaps in funding conservation efforts in priority LAC ecological regions. This conference may also feature cutting-edge approaches to conserving biological diversity within these ecological regions.

3. Environmental Compliance

No new IEEs are needed at this time.

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
SO INDICATOR: Number and area of targeted parks and protected areas with adequate management.			
UNIT OF MEASURE: Number/Area (millions of acres)	YEAR	PLANNED	ACTUAL
SOURCE: Based on PiP criteria/ The Nature Conservancy	1990 (B)	-----	0
INDICATOR DESCRIPTION:	1994	4/4.1	4/4.1
COMMENTS: Criteria include: (a) Immediate conservation threats deterred; (b) A long-term management plan being developed; (c) LAC NGOs strengthened to implement and/or assist in the management of selected parks and reserves; (d) Long term financial plan in progress and funding ensured for recurrent operation costs; (e) A local constituency actively participating in supporting park protection. Three Colombian sites have been removed from future targets.	1995	7/5.9	7/6.3
	1996	14/12.0	9/6.7
	1997	19/17.7	13/9.6
	1998	21/13.5	
	1999	25/18.4	
	2000	26/18.8	
	2001	32/25.0	
*Note: La Paya, Colombia has not achieved the SO indicator, as reported in last year's R4. This has been corrected in this table.			

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 4.1: Strengthened on-site capacity for long-term protection of targeted parks.			
INDICATOR 4.1a: Sites with adequate number of trained park guards and protected areas specialists.			
UNIT OF MEASURE: Number of sites	YEAR	PLANNED	ACTUAL
SOURCE: Intermediate partner (The Nature Conservancy)	1990(B)	-----	0
INDICATOR DESCRIPTION:	1994	4	4
COMMENTS: Adequate number determined by needs assessment set forth in initial workplans and monitored by yearly evaluations. Three Colombian sites and one Costa Rican site have been removed from future targets.	1995	7	7
	1996	14	11
	1997	18	19
	1998	22	
	1999	24	
	2000	25	
	2001	31	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.1: Strengthened on-site capacity for long-term protection of targeted parks and reserves.			
INDICATOR 4.1b: Sites with needed protection infrastructure.			
UNIT OF MEASURE: Number of sites	YEAR	PLANNED	ACTUAL
SOURCE: Intermediate partner (The Nature Conservancy)	1990	-----	0
INDICATOR DESCRIPTION:	1994	4	4
COMMENTS: Needed infrastructure determined by needs assessment set forth in initial workplans and monitored by yearly evaluations. Two Colombian sites and one Costa Rican site have been removed from future targets. Note: Final target may change as PiP enters new sites.	1995	7	7
	1996	14	16
	1997	18	22
	1998	24	
	1999	26	
	2000	26	
	2001 T	32	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.1: Strengthened on-site capacity for long-term protection of targeted parks and reserves.			
INDICATOR 4.1c: Sites with adequately demarcated and patrolled park boundaries.			
UNIT OF MEASURE: Number of sites	YEAR	PLANNED	ACTUAL
SOURCE: Intermediate partner (The Nature Conservancy)	1990 B	-----	0
INDICATOR DESCRIPTION:	1994	4	4
COMMENTS: According to needs assessment set forth in initial workplans and monitored by yearly evaluations. Three Colombian sites have been removed from future targets.	1995	7	7
	1996	14	10
	1997	18	15
	1998	23	
	1999	26	
	2000	27	
	2001	32	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.2: Strengthened capacity of partner NGOs for sustainable long-term management of targeted parks and reserves.			
INDICATOR 4.2a: Number of NGOs that have met and continue to meet the PiP institutional, administrative, and management criteria.			
UNIT OF MEASURE: Number SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: Criteria include: (a) management and financial reports submitted; (b) audit passed; (c) complete work plan; (d) annual evaluations submitted; (e) personnel development; (f) project implementation. COMMENTS: * Planned numbers of NGOs are lower after 1995 because NGOs from PiP sites no longer receiving intensive USAID funding are not included in planned FY 1996 through FY 1998 numbers. TNC is developing a survey to measure NGO capacity after USAID funding period. These NGOs are included again in FY 1999 to FY 2001 planning levels.	YEAR	PLANNED	ACTUAL
	1990B	-----	0
	1994	17	17
	1995	19	19
	1996	14*	14
	1997	13*	14
	1998	11*	
	1999	19	
	2000	22	
	2001	24	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.2: Strengthened capacity of partner NGOs for sustainable long-term management of targeted parks and reserves.			
INDICATOR 4.2b: Number of NGOs involved in policy interventions per year; Number of policy interventions undertaken per year.			
UNIT OF MEASURE: Number NGOs/interventions per year SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: Policy interventions include those contributing to the development and implementation of improved government policies affecting park management, such as public planning processes, park zoning, park regulations and enforcement. COMMENTS: The number of NGOs include not only those supported by PiP directly, but those working in alliance with partner NGOs on policy interventions as a result of PiP funding. The definition of what constitutes a policy intervention was made more rigorous this year, thereby reducing the planned and actual numbers for this and future years. Numbers from earlier years have not been revised. Future year's targets also drop, because the number of sites from which data is collected drops as sites graduate.	YEAR	PLANNED	ACTUAL
	1994 (B)	-----	14/64
	1995	20/70	17/93
	1996	25/100	42/139
	1997	50/110	49/104
	1998	50/115	
	1999	30/60	
	2000	20/50	
	2001	15/40	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 4.3: Community constituency developed to support sustainable management of targeted parks and reserves.			
INDICATOR 4.3a: The proportion of the local constituency aware of the importance of local park/reserve site.			
UNIT OF MEASURE: Percent (disaggregated by gender)	YEAR	PLANNED	ACTUAL
SOURCE: Intermediate partner (The Nature Conservancy)	1995 (B)	-----	very low
INDICATOR DESCRIPTION: "Awareness" includes: (a) awareness of location of park boundaries and/or zones and reasons for placement of those boundaries; (b) ability to articulate the ecological, economic, and health benefits accrued to local communities due to existence of park; and (c) recognition and understanding of the objectives of particular projects being conducted in or around the park (e.g., sustainable forestry management).	1996	10%	36% (66,000 women)
	1997	15%	44% (44,000 women)
	1998	20%	
	1999	25% (28 sites)	
	2000	25% (33 sites)	
COMMENTS: Data is based on representative site samples until methodology is mature. All sites will be sampled by 1999. Incorporation of gender into planning numbers is still being developed. FY 1996: 11 sites sampled with neighboring adult population of 382,1000; 146,325 adults aware; 66,000 women. FY 1997: 13 sites sampled with neighboring adult population of 262,000; 116,000 adults deemed aware; 44,000 women.	2001 (T)	25% (35 sites)	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.3: Community constituency developed to support sustainable management of targeted parks and reserves.			
INDICATOR 4.3b: Number and proportion of people engaged in conservation-oriented activities in and around park site.			
UNIT OF MEASURE: Number and percent per year (disaggregated by gender) SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: Examples of activities include ecotourism, small-scale organic agriculture, bee keeping, sustainable harvesting of wildlife and other non-timber forest products, etc. COMMENTS: Data is based on representative site samples until methodology is mature. All sites will be sampled by 1999. Incorporation of gender into planning numbers is still being developed. FY 1997: 16 sites sampled with neighboring adult population of 289,607.	YEAR	PLANNED	ACTUAL
	1995 B	-----	very low
	1996	4200 15%	6248/11% (1371 women)
	1997	5600 20%	9837/5% (2262 women)
	1998	7000 25%	
	1999	8400 30%	
	2000	900 30%	
	2001	10500 30%	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.3: Community constituency developed to support sustainable management of targeted parks and reserves.			
INDICATOR 4.3c: Number and proportion of people involved with consultation and decision-making at the site.			
UNIT OF MEASURE: Number and percent (disaggregated by gender) SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: Includes community members involved with park management planning. COMMENTS: Data is based on representative site samples until methodology is mature. All sites will be sampled by 1998. Incorporation of gender into planning numbers is still being developed. FY 1997: Ten sites sampled. Neighboring adult population around the sites is 104,383.	YEAR	PLANNED	ACTUAL
	1995 B	-----	very low
	1996	560/2%	200/4% (55 women)
	1997	1120/4%	1188/1.7% (273 women)
	1998	1680/6%	
	1999	2240/8%	
	2000	3300/10%	
	2001	4200/12%	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.4: Non-USAID funding sources attained or created for parks and reserves.			
INDICATOR 4.4a: Annual local government and NGO contributions for park and reserve protection.			
UNIT OF MEASURE: Annual \$US per year for all sites/average \$US per site. SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: Annual targets determined by projected local government and NGO contributions in annual work plans. Information on actual contributions derived from Quarterly Financial Billing Reports to USAID. COMMENTS: Planning numbers based on \$US needed for park protection activities at the site per year. These vary yearly depending on which sites are still receiving USAID support, how much support is being provided by USAID, and what individual site needs are during a particular year. Only sites still receiving intensive USAID support are included in calculations. Number of sites: 1991 = 10 1992 = 20 1993 = 25 1994 = 26 1995 = 28 1996 = 21 1997 = 18 1998 = 17 (some new sites for only part of year) 1999 = 9 2000 = 7 Baseline: 1991 = \$179,000; \$ 17,900 per site Target: 2001 = \$191,610/\$31,935 per site (6 sites) NOTE: Planning levels at new sites are comparable to those from beginning of program (e.g, 1991, 1992). We anticipate, but cannot plan, that local non-USAID support will increase due to our presence and activities at new sites.	YEAR	PLANNED	ACTUAL
	1992	835,000/ 41,750	687,922/ 34,396
	1993	1,145,000/ 45,800	1,259,806/ 50,396
	1994	1,395,000/ 53,654	2,322,506/ 89,327
	1995	1,705,000/ 60,693	3,100,562/ 110,716
	1996	2,225,512/ 105,483	2,917,653/ 138,936
	1997	1,509,095/ 83,839	3,075,140/ 170,841
	1998	976,409/ 57,436	
	1999	348,012/ 38,688	
	2000	258,592/ 38,688	

STRATEGIC OBJECTIVE NO. 4: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity. APPROVED: 19/07/96 COUNTRY/ORGANIZATION: LAC Regional Program			
INTERMEDIATE RESULT 4.4: Non-USAID funding sources attained or created for parks and reserves.			
INDICATOR 4.4b: Number of parks and reserves with long term management plans completed and updated regularly by government and NGO partners.			
UNIT OF MEASURE: Number of park/reserve sites SOURCE: Intermediate partner (The Nature Conservancy) INDICATOR DESCRIPTION: This is a key indicator of a site's ability to achieve long term non-USAID support for its survival as a viable area. An updated financial plan indicates that a de facto management plan exists upon which were based the activities "costed out" and budgeted in the financial plan. These plans include the selection of the most important and feasible activities for park protection, and insure that sufficient income exists or can be realistically projected to cover these activities. COMMENTS: All other sites have long term management plans in progress.	YEAR	PLANNED	ACTUAL
	1990 B	-----	0
	1994	4	0
	1995	8	0
	1996	15	6
	1997	13	12
	1998	19	
	1999	28	
	2000	29	
	2001T	35	

Strategic Objective No. 5: Reinforcement of Regional Trends that Deepen Democracy in Latin America and the Caribbean

SO Rating: Met Objectives

1. Performance Analysis

In the area of democracy and human rights, USAID approved a new five-year strategy for the LAC region to reinforce regional trends that deepen democracy. The following provides rationale for the rating of the SO and highlights those areas where LAC/RSD has had noteworthy success over the past year:

The Summit of the Americas: U.S. engagement in the Summit has been pivotal in moving several new initiatives forward, including new initiatives in decentralization, justice and human rights. LAC/RSD has actively participated in preparing new democratic initiatives and in laying the groundwork for the Santiago Summit. In particular, LAC/RSD has been successful in getting decentralization, justice and select other important initiatives in human rights on the agenda.

Donor Coordination: The degree of staff involvement in donor coordination with the IDB, OAS, EU, and the World Bank has been instrumental in developing coordinated approaches to deepen democracy in the region. Such coordinated approaches have allowed USAID to place its resources in critical niches which have had real impact on the programming decisions of other donors. LAC/RSD's leadership has resulted in several positive impacts: much greater attention given to the democratic aspects of decentralization, increased commitment by countries in the region to democratic principles, greater resources obligated to these areas, and joint programming. USAID has also been particularly successful at mainstreaming the issue of anti-corruption within the donor community and among host country governments. This is a significant step in addressing the issue more comprehensively from a regional point of view.

Integrated Approaches: The LAC Regional program has been particularly creative in recognizing synergies within the Democracy & Governance (DG) sector and designing integrated approaches to capitalize on those synergies. For example, as local and regional bodies gain more authority under decentralization, corruption becomes a key concern. Because of this, the program has promoted an integrated approach to improving financial management and anti-corruption efforts. The role of civil society has also been integrated into this approach due to the important role of NGOs as "watchdogs" in combatting corruption, thereby strengthening the approach.

Because the LAC Regional DG strategy was only recently approved, evidence of progress is primarily based on a qualitative analysis of program impacts. However, LAC/RSD intends to finalize its performance monitoring plan over the upcoming months and expects to provide more complete quantitative data for the next R4 reporting period.

Intermediate Result 5.1**Strengthened regional mechanisms to promote human rights and the rule of law**

The strengthening of regional mechanisms to promote human rights is largely achieved through a regional cooperative agreement with the Inter-American Institute of Human Rights (IIHR). The Institute's work this year has continued to be of a first rate quality. While continuing to conduct its regular programs across the spectrum of education and research in human rights issues, including its premier annual inter-disciplinary course on human rights, the Institute also embarked on a major strategic planning exercise. The objective of this exercise was to reexamine organizational objectives so that the Institute could continue to make significant contributions to the protection and promotion of human rights and the consolidation of democracy in the LAC region. Although the final strategic plan will not be completed until early 1998, the Institute has already begun to make changes in the way it does business. For example, IIHR's Gender and Human Rights program now coordinates closely with other branches of the Institute to incorporate gender perspectives in all of its programs. Over the past year, the Institute has had several intra-institutional projects in which gender has been a focus in education for human rights. This has resulted in the promotion of women's human rights across the entire spectrum of IIHR's work.

During the President's trip to Costa Rica in May 1997, successes of the past and remaining challenges to human rights, especially women's rights, in the region received special attention. U.S. Secretary of State Madeleine Albright and First Lady Hillary Rodham Clinton were featured participants at an IIHR-sponsored workshop on women's rights as human rights. Under the auspices of the Institute's Gender and Human Rights program, the workshop brought together women human rights leaders from throughout Central America. The workshop was a great success. Issues discussed included women's representation, violence against women, and the benefits to women as a result of the Beijing conference. The work of IIHR was highlighted and commended as well. The participation of both the Secretary of State and the First Lady sent the strong message that human rights, and particularly women's rights, are becoming a more central piece of U.S. foreign policy. The visibility resulting from these events served to strengthen the credibility of IIHR as an important regional institution in the Hemisphere. Thirdly, the workshop increased awareness of, and legitimacy for, human rights issues related to women in particular.

Partially as a result of the success of the IIHR workshop on gender, First Lady Hillary Rodham Clinton focused on women's rights as the topic for her speech at the VII Annual Conference of First Ladies of the Americas. Mrs. Clinton highlighted women's political participation and the status of women under the law. Her support for women's rights and women's political participation at this conference emphasized the importance of these issues in the LAC region. In addition, a new grant was signed at the First Ladies Conference which will continue to provide funding to the Institute.

Other progress in this IR pertains to the consultative and leadership role LAC/RSD has played in the negotiations of democracy and human rights initiatives for the upcoming Summit of the Americas. For the first time, USAID held consultations with U.S. NGOs on the democracy

and human rights "basket" of initiatives for the Santiago Summit. Their feedback resulted in new initiatives in the areas of legal equality between men and women, the right to due process, and strengthening the inter-American human rights system, which includes institutional strengthening of IIHR, among others. LAC/RSD also helped negotiate with interested governments and draft an initiative in the area of freedom of the press. All of these important initiatives gained broad support by governments around the Hemisphere, and will be part of the agenda at the Santiago Summit.

In addition to draft initiatives on human rights-related issues for the Summit of the Americas, LAC/RSD successfully worked with the State Department, the IDB and others to develop an initiative to support regional training of judges in Latin America. Throughout the negotiations, LAC/RSD has maintained that any new efforts in judicial training must be complementary to existing training programs conducted in various national and subnational training schools around the region. This initiative addresses the issue of strengthening the independence of judiciaries across the LAC region.

Intermediate Result 5.2

Strengthened regional mechanisms to improve public sector legitimacy

Over the last year, LAC/RSD has focused its efforts on the issue of improving financial accountability at the local government level to increase the legitimacy of the public sector. Financial accountability is critical if citizens are to have confidence in their locally elected officials. The Donor Consultative Group on Financial Management was renamed and expanded to include anti-corruption and municipal financial management initiatives. Regional mechanisms to promote public sector legitimacy were also advanced through donor concurrence on standards for funding the Central American Association of Supreme Audit

Institutions (OCEFS). The World Bank commitment was also secured to provide start-up funds for OCEFS. This directly supports public sector legitimacy by insisting on a common set of professional standards and procedures for OCEFS throughout the region. In addition, targets for the number of forums to exchange development experiences on decentralization were exceeded. Fifty-six percent of the participants in these forums were women. The LAC Regional program also expanded and promoted coordination among NGOs, including professional associations dedicated to combating corruption throughout LAC. The strengthening of these NGO partner-

RESPONDACON: Anti-corruption Teleconference

On September 12, RESPONDACON IV: The Fourth Inter-American Conference on the Problems of Fraud and Corruption in Government was telecast live from Lima, Peru throughout Latin America and the Caribbean. In 25 viewing sites, approximately 4,000 participants throughout the Hemisphere actively participated, while countless others viewed the event through cable and local television.

The program, recognizing that civil society is a key component in any anti-corruption strategy, was an unconventional meeting of thousands of people through the benefits of satellite technology. The interactive teleconference offered a unique forum for specialists and citizens thousands of miles apart to share experiences, views and solutions. LAC NGOs, professional associations, universities and USAID missions coordinated official viewing sites in cities across the region. These organizations hosted symposiums and other activities around RESPONDACON, magnifying the broadcast into a civil society event that received national press coverage in some countries.

ships at the local level is essential to accomplishing anti-corruption objectives because these organizations are critical advocates and watchdogs for public sector accountability.

The democratic local government component of this IR has not progressed as quickly as anticipated over the last year. This was due, in large part, to new approaches that emerged during the 1997 Summit process and the need to craft a long-term effort responsive to the Summit, as well as to staff shortages. However, decentralization will be a priority for FY 1998. USAID was named lead USG agency for a new decentralization initiative to be presented at the Santiago Summit. In addition, USAID and the IDB have agreed in principle to a formal donor consultative body in the area of decentralization to share information (strategies, indicators, etc) and are discussing possible joint funding ventures. Progress in the area of public sector legitimacy is also measured by the use of the mechanisms for elections assistance available through the IIDH/Center for Promotion of Electoral Assistance (CAPEL). The IIHR/CAPEL activity exceeded its expected targets for assistance. This is one measure of CAPEL's increasing credibility as a Latin American organization capable of enhancing the conduct of free and fair electoral processes throughout the region through technical assistance to electoral tribunals, civic and voter education and electoral observation. As we develop a performance evaluation plan for IIHR, including CAPEL, we will be analyzing the nature of the organization's assistance and how it tracks with regional trends toward second stage democratic reforms (e.g., less observation of national elections, more technical assistance for electoral reform, increased capacity of electoral bodies, etc.).

Intermediate Result 5.3

Strengthened regional mechanisms to promote pluralism and civil society

LAC/RSD's objective under this IR is primarily addressed through the strengthening of the Inter-American Democracy Network. There are six leading civil society organizations which make up the founding members of the Network. Founding member organizations, including the U.S. NGO Partners of the Americas, work to build the capabilities of NGOs in other countries. The network now includes a total of 30 organizations--the five Latin American founding members and 25 associate organizations from around the region with whom there is ongoing cooperation. Another 50 or so organizations have participated in Network events.

Over the past year, the Network has continued to grow both in number and in the quality of the interaction between the Network's founding members. Member NGOs are beginning to work together on joint projects to strengthen other civil society organizations in a number of countries, demonstrating a "multiplier effect." Founding members now readily identify themselves as part of the Network, recognize the value in working together, and value their collective access to and association with civil society organizations around the entire region. The creation of a strong network identity will help to sustain the Network beyond the life of the grant.

The Network has also created a sophisticated performance monitoring system, which will allow members to share data on the progress of their programs with one another. This system will provide important feedback mechanisms, will help them to share data, and will improve

RESPONDA CON covered the following four topics:

1. The investigation & prosecution of corruption
2. Organized Corruption & the Buying of Governments
3. Transparency in Municipal Governments
4. Efforts to Fight Corruption

"The teleconference was magnificent because it gave us a sense of what other countries are doing to confront corruption and we see it is possible to take the same steps in our own country."

-- participating Nicaraguan businessman

their decisionmaking processes as they develop new approaches to accomplish their objectives. The development of the performance monitoring system involved all six of the founding member organizations, as well as the two cooperating members, and resulted in an agreed-upon set of objectives and indicators for evaluating performance. The process itself was as important as the product because it brought these groups together several times over a period of months and helped them come to agreement on organizational objectives and measures of success. Therefore, the process

as much as the product, has helped to build relationships within the Network, further contributing to its consolidation.

In terms of the Summit of the Americas, there is an initiative on the agenda which specifically calls for the strengthening of civil society participation in decisionmaking and policy implementation. The process of drafting the initiative is a model for civil society-government partnerships. LAC/RSD has successfully advocated for critical elements of the civil society initiative, including those which expanded on agreements reached at the Miami & Bolivia Summits. LAC/RSD has also been instrumental in maintaining language in the initiative that supports civil society participation across all other relevant initiatives on the Santiago Summit agenda.

One additional area of progress is LAC/RSD's efforts to engage civil society organizations in drafting and refining initiatives for the Santiago Summit. LAC/RSD hosted two consultations with U.S. civil society and other partner organizations to obtain feedback on all the draft initiatives for the upcoming Summit of the Americas. These consultations offered valuable input to the USG's initiatives for the Santiago Summit across the entire agenda. Many of the comments and suggestions LAC/RSD received were incorporated into the USG's draft initiatives. The process of involving U.S. civil society in the development of draft initiatives for the Summit marks significant progress toward strengthening the Summit as a regional mechanism.

Civil society consultations were also held in Latin America by Corporacion Participa, a Latin American NGO based in Chile, which is also one of the five founding members of the Inter-American Democracy Network. Participa held two workshops in the fall of 1997 for civil society organizations to dialogue on the agenda for the Santiago Summit. These workshops invited participants from civil society organizations in Latin America and the 34 democratic governments in the region to sit down together to discuss the full agenda of initiatives. The result of these consultations was a set of recommendations for the Summit initiatives that has been communicated to governments around the hemisphere. Its most critical and substantive success has been with regard to the agenda item for strengthening civil society participation. The language drafted at the consultations was retained in the Santiago Summit initiative for

civil society virtually word for word! The success of these civil society consultations is a testament to Participa's credibility as a capable and serious actor in civil society and its ability to gain access for itself and others voices in government decision-making.

2. Expected Progress through FY 2000 and Management Actions

Overall priorities for the coming year are as follows:

Summit Objectives: High priority will be maintained to advance Summit initiatives in a number of areas including human rights, rule of law, accountability/anti-corruption, women's rights, and decentralization. LAC/RSD will have specific responsibilities in decentralization, justice and anti-corruption, but will also have responsibilities for reporting on the Summit areas in which we work, regardless of whether USAID is the lead USG agency. In terms of decentralization, the donor consultative group will be established and implementation of the SO will move forward, including the finalization of a new activity. In FY 1998, an anti-corruption strategy, which is likely to become a model, will be designed to assist governments and NGOs to implement and monitor the Inter-American Convention Against Corruption, which the Summit action item embodies, along with other measures to improve public sector transparency and accountability. This year, LAC/RSD will concentrate on heightening the synergy between bilateral programs and Summit initiatives; that is, to help translate the realities of the field to the policy level on the one hand, and on the other, to help integrate Summit initiatives into the bilateral programs, where appropriate.

Cross sectoral approaches: The LAC Regional program has already achieved success in using integrated approaches among DG subsectors (i.e., by using integrated approaches which combine decentralization, anti-corruption and civil society). However, LAC/RSD plans to examine synergies, maximize the use of development dollars, and mitigate duplication of effort in the areas of civil society strengthening and decentralization as they relate to democracy/governance, health, environment, education, and/or economic growth. In particular, the Inter-American Strategy for Participation--designed to increase civil society's role in sustainable development--will provide an important opportunity to apply cross-sectoral approaches. LAC/RSD will support implementation of the Organization for Economic Cooperation and Development convention on combatting bribery of foreign public officials in international business transactions, which speaks directly to leveling the playing field for private investment. Also LAC/RSD will work with sector offices to identify other opportunities and to determine where integrated cross sectoral approaches could be most effective.

Management Issues: Over the coming year, the performance monitoring system will be finalized and fully functioning IR teams will be established. It is requested that this objective be excluded from the clustering exercise because it was approved in July 1997.

3. Environmental Compliance

For FY 1998, a new results package will be finalized for decentralization and the Regional

Financial Management Project (RFMIP) project may be recompeted. LAC/RSD plans to request a categorical exclusion under 22 CFR 216 for these activities.

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
SO INDICATOR: Exact indicator and targets to be determined.			
UNIT OF MEASURE: To be determined. SOURCE: To be determined. INDICATOR DESCRIPTION: COMMENTS: LAC/RSD will finalize its performance monitoring plan, including SO level indicators and targets over the upcoming months, so that data will be reported for the next R4 reporting period. At the SO level, LAC/RSD will examine 3 options: (1) to use objective indicators for each trend we are attempting to address (i.e., an indicator to measure the level of decentralization in the region); (2) to use a 1 to 5 point scale for each trend identified; and (3) to use an index, complemented by an external panel of experts.	YEAR	PLANNED	ACTUAL
	1996	-----	baseline TBD
	1997	see comment	
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.1: Strengthened regional mechanisms to promote human rights and the rule of law			
INDICATOR 5.1a: Diversification of core financial support for IIDH			
UNIT OF MEASURE: Percentage SOURCE: IIDH Financial Report or other relevant documentation INDICATOR DESCRIPTION: Percentage of IIDH core institutional budget which comes from non-USAID sources. Indicator includes only USAID core support, not Mission support from bilateral budgets for specific purposes which varies greatly from year to year. COMMENTS: IIDH's core institutional support has become much more diversified over the life of the current grant. Continuing gradual reduction of USAID core institutional support is expected, though specific targets after 1998 are tentative and will be decided after IIDH's strategy review. 1997 data show a slight increase largely due to decreases in elections assistance provided by IIHR/CAPEL, compared to 1996. This may be a result of fewer elections in the region overall in 1997. Data show that more donors have entered into agreements with IIDH this past year.	YEAR	PLANNED	ACTUAL
	1979	Historical	Est. near 100%
	1996	Baseline	22%
	1997	24%	26%
	1998	22%	
	1999	20%	
	2000	18%	
	2001	16%	

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.1: Strengthened regional mechanisms to promote human rights and rule of law			
INDICATOR 5.1b: Demand for IIDH human rights services			
UNIT OF MEASURE: Number of requests (still to be worked out with IIDH). Must determine which types of requests to count, and how/whether to weight requests of different magnitude. SOURCE: IIDH Administration to report INDICATOR DESCRIPTION: Two parts: The number of requests received by IIDH (e.g., from other countries in the region, from regional organizations, etc.) for technical assistance, training or other assistance. One additional factor to be operationalized this coming year is the rate of response by IIDH to these requests. COMMENTS: In principle, this indicator seems possible, though such data has not been systematically collected or reported by IIDH in the past. The number of requests mentioned above was provided by IIDH without a standardized and agreed upon data collection system in place. Over the course of the next year, IIDH will develop a monitoring and evaluation system for reporting on performance. The main problem in standardizing and operationalizing is expected to be combining different types of requests (e.g., training and technical assistance, or for assistance requiring greatly differing levels of effort).	YEAR	PLANNED	ACTUAL
	1997	baseline	66
	1998	TBD	
	1999	TBD	
	2000		
	2001		
	2002		

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.2: Strengthened regional mechanisms to improve public sector legitimacy			
INDICATOR 5.2a: Demand for CAPEL electoral assistance			
UNIT OF MEASURE: Number of requests	YEAR	PLANNED	ACTUAL
SOURCE: Report by IIDH/CAPEL			
INDICATOR DESCRIPTION: Technical assistance requests received by CAPEL through electoral commissions or regional electoral associations	1996	baseline	5 (Est.)
	1997	5	6
	1998	6	
	1999	6	
COMMENTS: Although CAPEL reports present a picture of extensive assistance to LAC countries and to regional electoral associations, requests are not systematically counted and reported. Current baseline figures and targets are notional and may have to be adjusted after working out new reporting with CAPEL. Assistance requests may eventually diminish as national electoral practices and regional electoral associations are more institutionalized. A current issue: under new USAID assistance rules, it may be more difficult for USAID Missions to access CAPEL assistance than to access US organizations through existing Indefinite Quantity Contracts or cooperative agreements.			

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.2: Strengthened regional mechanisms to improve public sector legitimacy			
INDICATOR 5.2b: The number of democratic local governance forums and participants.			
UNIT OF MEASURE: Number of forums/ number of participants.	YEAR	PLANNED	ACTUAL
SOURCE: Project reports.	1996	baseline	
INDICATOR DESCRIPTION: Number of forums supported by regional project, and number of participants in those forums, will lead to a sharing of decentralization/local government development experience.	1997	3 forums 90 persons	2 forums 3,960 people
	1998	5 forums 150 persons	
	1999	5 forums 150 persons	
COMMENTS: The Results Package is still being developed. Under RFMIP, we sponsored a workshop at the mayor's conference on municipal financial management and a panel on anti-corruption and decentralization on the R4 teleconference. The latter is counted cumulatively and is also counted in the next indicator. However, this issue will be addressed as the performance monitoring system is finalized.	2000		
	2001		

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.2: Strengthened regional mechanisms to improve public sector legitimacy			
INDICATOR 5.2c: Number of forums/number of persons (direct participants) attending them.			
UNIT OF MEASURE: Number of forums/persons	YEAR	PLANNED	ACTUAL
SOURCE: RMFIP Reporting	1996	2 / 2000	5 / 4650
INDICATOR DESCRIPTION:	1997	2 / 3000	5/4031
COMMENTS: RFMIP has leveraged project personnel and funds by providing minimal support to conferences initiated by other organizations. A number of conferences, reaching thousands of financial managers, are not included because USAID funded only costs of translation or material reproduction.	1998	1 / 150 (comment)	

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.2: Strengthened regional mechanisms to improve public sector legitimacy			
INDICATOR 5.2d: Number of countries with new donor-supported accountability and anti-corruption activities during the year.			
UNIT OF MEASURE: Number of countries	YEAR	PLANNED	ACTUAL
SOURCE: RFMIP reporting	1994	2	5
INDICATOR DESCRIPTION:	1995	5	5
COMMENTS: No other donors were working in the area of accountability and anti-corruption prior to RFMIP. The project actively encouraged other donor support by setting up a continuing donor coordination council. Most other donor activity in the area originated from those project activities. Project funding ends in 1998. These numbers do not include tax administration activities.	1996	3	4
	1997	3	6
	1998	0	

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.3: Strengthened regional mechanisms to promote pluralism & civil society			
INDICATOR 5.3a: The number of organizations brought into the civil society network.			
UNIT OF MEASURE: Cumulative number of organizations brought into the civil society network which will indicate the growth of regional civil society network. SOURCE: Partners of the Americas reports INDICATOR DESCRIPTION: Cumulative organizations brought into the civil society network. COMMENTS: Under the Regional Civic Education Project, partnerships and exchanges promoting civil society are supported in 13 countries through Partners of the Americas. Starting with five lead NGOs, the project strategy is to strengthen them, then use them as multipliers in planned phases to give technical assistance and help strengthen subsequent tiers. In the absence of a direct practical measure of how much each of the many organizations is strengthened, the cumulative number of organizations in the network is the most workable measure. This will be supplemented with qualitative information on a sampling of organizations strengthened.	YEAR	PLANNED	ACTUAL
	1996	5	5
	1997	25	30
	1998	25	
	1999	85	
	2000	85	

STRATEGIC OBJECTIVE NO. 5: Reinforcement of regional trends that deepen democracy in LAC			
APPROVED: 07/97		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 5.3: Strengthened regional mechanisms to promote pluralism and civil society			
INDICATOR 5.3b: Number of journalists who received training under LAJP.			
UNIT OF MEASURE: Number of journalists	YEAR	PLANNED	ACTUAL
SOURCE: LAJP Reports			
INDICATOR DESCRIPTION: We believe that the number of journalists who received training under LAJP will lead to an increasing professionalism of journalists.	1995	historical	572
COMMENTS: Although the number of persons trained is obviously not a direct measure of journalistic professionalism, it is the only practical measure of impact for such a region-wide objective. The project ends in March, 1998. The project was turned over to a Latin American board of directors in 1997. It is to be included in a G/DG media assessment in 1998. Sixty percent of the journalists trained were women.	1996	baseline	278
	1997	100	1,069

Special Objective No. 6: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education

SpO Rating: Met Objectives

1. Performance Analysis

The main activities under this Special Objective (SpO) are Advanced Training in Economics (ATIE) and the Cooperative Association of States for Scholarship (CASS) activity, a component of the LAC Bureau region-wide Caribbean and Latin American Scholarship Program CLASP II. One of the core concepts in participant training has been the effort to focus on a special target population, the academically gifted and the economically disadvantaged, bringing young people from disparate social backgrounds, both the educated and less well educated, to the United States for advanced studies or technical training. In 1997, goals for participant training were to:

- recruit at least 50% female candidates in every field of study,
- recruit more individuals from minority indigenous groups, and
- recruit 80% of candidates from rural areas and 20% from urban areas.

LAC/RSD's participant training strategy is still based on the hypothesis that to have long-term impact there are two factors which are critical to sustainable development in the economic and social conditions in the region: (1) a stable social, political and economic environment that is conducive to economic growth; and (2) an educated, skilled population with capable leaders to manage and implement programs and policies. Evidence of the positive impact that trainees have made on their communities and institutions upon completion of their training is substantial.

Over the last year, as in previous years, progress under this special objective, at both the SO and IR levels has remained consistently high. Both ATIE and CASS are in the final stages of their programs. Six participants remain in the ATIE program and should complete their studies before the end of the project in December 1998. ATIE has provided long-term participant training to produce a significant number of professionally trained economists who are starting to have a substantive impact on the quality of economic analysis and policy implementation in the region. Ninety percent of the 161 ATIE graduates (25% women) are serving in key government offices (some are Advisors or Special Assistants to Presidents and Vice Presidents of their countries), and as directors of Central Banks, heads of ministries, and also in important positions in the private sector. Many ATIE graduates are now teaching in public and private universities, thereby producing a multiplier effect through the training of future economists and leaders.

The goal of CASS is "to transform" carefully selected socio-economically disadvantaged Central American and Caribbean young people through educational opportunity and thus increase the number of current and future leaders in these nations. For Cycle 97, CASS exceeded the recruitment goal for women. Of the 2,151 qualified candidates, 1,135 were women (53%) and 1,016 were male (47%). Although the total sample of 2,151 candidates gave a 76% rural versus urban breakdown, exactly 80% of selected candidates for Cycle 97 were from rural areas.

CASS Student Takes Lessons Home

Victoria Argueta, a CASS scholar from Joateca, El Salvador came to the United States in 1995 with a purpose. She had studied the needs of her community and its local cooperative, Cooperativa San Antonio, and was determined to use her opportunity to help them. Enrolled at Hocking Technical College in Nelson, Ohio, she studied environmental science with a specialization in ecotourism. During meetings with Jim Murphy, the lead instructor of the environmental studies department, Victoria discussed her hopes of helping her community, sharing her analysis and photographs with him.

Her efforts began to pay off last summer, when Mr. Murphy, who specializes in sustainable development at the community level, traveled to Joateca. He spent six weeks working with Victoria and the Cooperativa San Antonio to design a community development strategy to deliver technical assistance and a two-way student exchange. Mr. Murphy will return to Joateca this summer with ten students from Hocking, bringing with him computer equipment and resource materials. The team will also provide technical assistance in the agricultural area and share expertise on environmental and community development issues. Victoria Argueta has turned her own academic opportunity into an experience that continues to enrich her entire community.

The impact of the CASS program is evident during and upon completion of the academic training. For example, a student from El Salvador (see box above), studying environmental science at Hocking College, worked over a period of several months with her local cooperative of 60 families in El Salvador and produced a set of community goals and a development action plan. A Nicaraguan student at Santa Fe Community College continues to be involved with a local drug education program. She volunteered in this field because she wants to start a community drug education and counseling program in her community. These are just two examples of the immediate and long-term impact of the CASS program on the lives of over 20,000 participants, their families and communities.

Intermediate Result 6.1: Returned students employed in area of expertise and applying skills, leadership

In past years, a larger sample of alumni consistently showed that employment levels were 91-92% and employment statistics for 1997 are not substantially different. Approximately 91% of all recently returned trainees are employed. The employment figure is slightly higher among ATIE graduates, at 94.67%. The most recent survey (1997) notes a slight difference in employment levels between men and women. Eighty-three percent of women respondents are employed compared to 89% of the men.

Intermediate Result 6.2: **Returned trainees active, influential in the community, and their professions**

Among all CLASP trainees, 23,805 individuals (87%) are from socially, ethnically, or economically disadvantaged backgrounds. Over 89% of returned participants took part in volunteer activities and 55% assumed leadership roles. Community service and leadership are key elements of the participant training program philosophy. Returnees in several countries have formed alumni associations committed to serving their communities.

Intermediate Result 6.3: **Returnees find new jobs or increased responsibility/ earning on the old job.**

Of CLASP trainees returned six months or longer, 69% received salary increases and 79% reported they had increased work responsibilities. Similar results were found in a survey of Haitian CASS Alumni. Ninety-two percent of the Haitian short-term alumni are employed and 73% are working in their field of study. Many of these participants returned to their positions and were given increased responsibilities after five months of training in the U.S.

Intermediate Result 6.4: **Returnees maintain U.S. ties.**

The number of participants maintaining ties in the U.S. has held constant at 10-11%. Graduates tend to maintain ties through job-related international organizations or institutions of higher education.

2. Expected Progress Through FY 2000 and Management Actions

Students from 13 LAC countries have participated in the ATIE program. The remaining six students currently obtaining advanced degrees will complete their studies and will go on to fill positions as economists in either the government or private sector.

The Georgetown component will:

- refine the CASS approach to short-term training programs and training of indigenous women;
- strengthen the reentry component to assist women graduates with their search for employment in non-traditional fields of study; and
- complete the training of the 295 students who began studies two years ago in September of 1996; the 255 students who began in September 1997; and identify and place the final group of about 250 students to begin in September 1998.

The Bureau has begun discussions/negotiations with Georgetown University on the continued status of the CASS program beyond the planned completion date of FY 1998. A new cooperative agreement will be designed and approved in FY 1998.

3. Environmental Compliance

No new IEEs are anticipated at this time.

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
SpO INDICATOR 1: Leaders and potential leaders from LAC successfully completed U.S. and LAC training			
UNIT OF MEASURE: Number of leaders trained annually	YEAR	PLANNED	ACTUAL
SOURCE: Annual quarterly reports	1995	-----	20,454
INDICATOR DESCRIPTION:	1996	650	315
	1997	295	329
COMMENTS: Prior planned figure of 650 for 1996 was an error. Total number of participants 1985-1995 is 20,454.	1998	255	
	1999	240	
	target	21,135	21,559

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 6.1: Returned students employed in area of expertise and applying skills and leadership.			
INDICATOR 6.1: Returnees employed			
UNIT OF MEASURE: Percent of returnees employed	YEAR	PLANNED	ACTUAL
SOURCE: Annual quarterly reports	1995	-----	89%
INDICATOR DESCRIPTION:	1996	89%	90%
COMMENTS: Targets for number of returnees employed have not been adjusted as they have held consistently above average for the last three years. Dramatic increases or declines are not expected.	1997	90%	91%
	1998	91%	
	1999	91%	
	target	91%	

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 6.2: Returned trainees active and influential in community professions			
INDICATOR 6.2: Returnees involved in community professional activities after training.			
UNIT OF MEASURE: Percent of returnees participating in community activities	YEAR	PLANNED	ACTUAL
	1995	-----	89%
SOURCE: Annual quarterly reports	1996	89%	89%
	1997	90%	89%
INDICATOR DESCRIPTION: Participation in voluntary associations/involvement in community or civic activity, such as community development projects, municipal elections, or Parent-Teacher Associations.	1998	90%	
	1999		
COMMENTS:			

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.			
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program	
INTERMEDIATE RESULT 6.3: Returnees find new jobs or increased responsibility/earning in old job			
INDICATOR 6.3: Returnees with new jobs or increased earnings			
UNIT OF MEASURE: Percentage of returnees SOURCE: Annual quarterly reports INDICATOR DESCRIPTION: COMMENTS:	EAR	PLANNED	ACTUAL
	1995	-----	82%
	1996	82%	81%
	1997	85%	85%
	1998	85%	
	1999	85%	
	target	85%	

SPECIAL OBJECTIVE NO. 6: A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.				
APPROVED: 19/07/96		COUNTRY/ORGANIZATION: LAC Regional Program		
INTERMEDIATE RESULT 6.4: Returnees maintain U.S. ties.				
INDICATOR 6.4: Returnees who maintain ties with the U.S.				
UNIT OF MEASURE: Percentage of returnees		YEAR	PLANNED	ACTUAL
SOURCE: Annual quarterly reports		1995	-----	11%
		1996	11%	11%
INDICATOR DESCRIPTION:		1997	11%	11%
		1998	11%	
COMMENTS:		1999	12%	
		target	12%	

III. STATUS OF THE MANAGEMENT CONTRACT

Subsequent to last year's R4, the democracy results framework was approved by the Global Bureau and has been reflected in a Memorandum of Understanding, signed on July 17, 1997, by AA/LAC and AA/G. With this agreement, all of our SOs have been approved. The Management Contract approved in 1996 remains valid, and no changes in the overall strategic framework are required. Several refinements are proposed below by SO. A new program for a LAC environmental partnership is being proposed, as well as a new SpO for decentralization.

SO 1: The design of the HFTE project was originally approved for a five-year (1995-1999) life-of-project (LOP) funding of \$10.8 million. The SO 1 Results Framework was designed to be consistent with the USG policy of establishing the FTAA by 2005 and hemispheric commitments at the Miami Summit. SO 1 will also contain many of the new initiatives emerging from the Santiago Summit, which will require additional funding. Immediately after the Summit in April and before the next R4, we plan to review SO 1 to ensure that there is an appropriate balance between trade liberalization and poverty alleviation and that the new Summit initiatives are adequately addressed. This analysis will also look at the most appropriate mechanisms to carry out these activities, including whether to extend HFTE. In the meantime, we need to assure that adequate funding is available for Summit initiatives in FY 1999 and FY 2000. This will require additional resources in FY 1999, above the authorized HFTE ceiling of \$10.8 million. We are, therefore, requesting that the HFTE ceiling be increased by \$2.5 million to \$13.3 million, in order to cover our financial needs through FY 1999 (See Resources Request section for budget details). While a further decision will be needed whether to extend HFTE beyond FY 1999, \$4.0 million in FY 2000 is requested for the SO to continue implementation of Summit initiatives.

SO 2: The May 1996 R4 review recommended that LAC/RSD evaluate the major assumptions and expected impacts associated with SO 2. After a careful review of the SO's assumptions and indicators, it was determined that the results framework needed to be revised as several of the indicators were not measurable or within the manageable interest of the LAC/RSD operating unit. A description of the revisions made at each level are provided below and in the performance data tables.

At the SO level, the language remains the same. However, SO Indicators 1 and 3 were replaced with more reasonable indicators better reflecting the complexity of the policy reform process. SO Indicator 2.2 was retained and revised. These changes sharpen the focus on monitoring and assessment of progress toward education reform in the LAC region. Indicators are now more easily measurable or within the manageable interest of LAC/RSD and IAD.

At the IR level, such important concepts as: developing a constituency for reform, building capacity to support and maintain reform, and the dissemination of information on policy reform are all retained. However, in the revised management contract the IRs and Indicators are consolidated, allowing for a clearer articulation of the overall goal. Indicators that are

difficult to measure or obtain accurate timely data on have been eliminated. The revised results framework has three intermediate results, which reflect the activity's goal: 2.1 - Public and private sector support for education reform built; 2.2 - Capacity of public and private organizations to work for education reform built; and 2.3 - Education policies and practices in LAC and elsewhere identified, analyzed and disseminated.

SO 3: The following is a list of changes proposed in SO 3 indicators. The explanation of each change is in the performance tables, in the comments section for the approved indicator that is proposed to be changed. There are also revisions in IR 3.8 and IR indicators (not listed here) that have been made, effective for 1998 reporting, which are similarly described in the comments section of the existing indicator.

1. Vaccination:

- Proposed change in SO indicator 1: planned level of TT2 coverage changed from 90% to 100%

2. Integrated Management of Childhood Illness:

- Proposed change in SO indicator 2: specifying that it is **health** facilities.
- Proposed change in SO indicator 3: adjusting the planned level from 100% to 90% and specifying that it is **health** facilities.

3. Maternal Mortality:

- Proposed change in SO indicator 3: from "Target countries with basic obstetric care delivered according to national standards at 10% or more of first-level referral facilities in addition to the pilot districts where the program works" to "Target countries with percentage of births attended by trained personnel increased by at least 1% over previous year."
- Proposed change in SO indicator 4: from "Target countries with at least 25% of obstetric complications treated at the first level of referral in pilot districts." to "Target countries with 5% increase over prior year in percentage of reporting units with maternal mortality committees which produce annual reports."

4. Health Sector Reform:

- Work is underway to redefine SO indicator 6, "Target countries with changes in structure and functioning of health sector that increase at least 3 of the following: efficiency, equity, quality, financial sustainability and community participation." When complete, we will seek approval of the change.

- SO indicator 7 was expressed last year as an IR indicator, and the next level called sub-IRs. We propose to acknowledge this as an SO level indicator and to call the next level IRs to simplify the structure of the SO.

5. Family Planning Quality:

- We plan to develop additional activities for the SO over the next year in response to the need for improvements in the quality of family planning services in the Americas in such areas as ongoing access to a wide range of family planning methods, choice of contraceptive methods, adequate information regarding methods offered, trained health services personnel, respectful treatment of clients, and family planning service delivery in context of other reproductive health services. Results expected would include improved method mix, increased used of contraception, and reduced medical problems from improper care and reduced abuses of informed consent for surgical procedures. Approval for such a Results Package, and the attendant changes needed in the SO approval would be sought once developed. We have included such an RP in our budget projections for FY 1999 and FY 2000.

6. Infectious Disease Activities:

- We plan to develop additional activities for the SO over the next year in response to the Agency's Infectious Disease strategy now under development. The extent of antimicrobial resistance, particularly as it relates to pneumonia and diarrhea (dysentery) and country-level policies which control the prescription and sale of antibiotics will be assessed. Activities will be implemented to address the gaps including identification of risk factors that contribute to development of resistance, strengthening drug policies, and strengthening laboratory capability to detect resistant strains. Approval for these new activities will be sought as they are developed--the infectious disease activities would likely be part of the ongoing Vaccination and/or Integrated Management of Childhood Illness Results Packages.

SO 4: Last year's R4 review approved changes to the management contract for SO 4 allowing: (1) an increase from 28 sites to 35 sites; and (2) a two-year extension through FY 2001. This will require an increase in LOP funding of the cooperative agreement with TNC from \$33,721,000 to \$38,621,000 to account for Mission Operating Year Budget (OYB) transfers of \$4.0 million and increased core costs of \$0.9 million. With this R4, we are requesting a ceiling increase of three sites (for a total of 38 sites) to accommodate anticipated new requests by Missions in Brazil, Bolivia and Peru. This will require an additional \$2.15 million (\$1.075 million from Mission OYB transfers and \$1.075 million in LAC/RSD co-financing), such that the new total LOP funding of the cooperative agreement would increase to \$40,771,000.

The Missions in Bolivia, Brazil, and Peru are interested in co-financing new Parks in Peril sites in Eduardo Abaroa (high Montane Andes), SW Bolivia; Pantanal wetlands of Brazil; and Paracas in coastal Peru, each of which contains a globally-important LAC ecoregion currently

not protected under the SO. USAID/Bolivia is committing funds in their OYB for their new site. USAID/Brazil may commit funds depending on the result of an "ecoregional" planning exercise they are funding in the Pantanal. USAID/Peru is currently designing their new biodiversity component and is strongly considering adding Paracas to their biodiversity portfolio to complement their pollution prevention work there.

We also request that three Colombia sites be removed from planned levels in the SO indicator for the reasons provided in the earlier discussion of performance.

SO 5: There are no changes proposed at this time. During the next several months, the SO's performance monitoring plan will be completed.

SpO 6: This SpO will be increased by \$50 million to accommodate the planned new five-year cooperative agreement with Georgetown University to continue their training program.

New SpO: We plan over the next few months to design a cross sectoral SPO and results framework in the area of decentralization. Currently, the decentralization activity is within SO 5 - Strengthened Regional Trends that Deepen Democracy. However, decentralization is a key policy issue for education and health reform, land titling and natural resources management as well as for democracy, especially as local governments are increasingly taking over many of the responsibilities that were once within the purview of national governments. Moreover, our programs are all working with local civilian groups and are actively encouraging local governments to develop new methods of engaging citizens in decisionmaking. Taking the lead from the Summit which addresses decentralization in this broader context, we would like to develop a new SpO which would embrace several of our sectors. This would be a first step to looking at the LAC/RSD portfolio in a more cross sectoral way and would allow teams to work together on an issue which is vital to each of the sectors, thus providing the incentive for effective collaboration. A cross sectoral perspective in line with the Summit action item on decentralization would also provide a more compelling rationale for our decentralization activity.

Proposed Environmental Partnership Program: In response to Congressional interest and a directive from the Administrator, LAC/RSD is proposing a LAC "environmental partnership" program. The partnership would increase engagement of U.S. private sector commercial interests in providing services and technologies needed to address environmental problems facing countries of the region. Emphasis will be on supporting the achievement of Mission SOs. A proposal for a three-year partnership effort is being developed by a team of LAC and G staff in consultation with other federal agencies. The proposal will be ready for bureau management consideration in March of 1998.

IV. RESOURCE REQUEST

The following sections discuss the program resources and operating expenses (OE) necessary to implement the LAC Regional program during the FY 1998-2000 R4 period. Emphasis during this period will be on implementing the directives of the Miami and Bolivia Summits and the Santiago Plan of Action. LAC/RSD's leadership and extensive staff work have helped shape the Summit agendas and will ensure that the second generation concerns to be discussed at the Santiago Summit are addressed through the LAC Regional program, as appropriate. As such, several new initiatives are being designed in education, microenterprise, property registration, food safety, decentralization, judicial training, anti-corruption, and labor.

1. Financial Plan - The following Budget Request tables reflect program resources required to implement the LAC Regional program, take into account performance in accomplishing the objectives of the program, and allow for implementation of LAC Regional initiatives which respond directly to the Summit, particularly the Santiago Plan of Action. Pipeline levels were also taken into account and continue to be less than one full year of funding (except for the pipeline at the end of FY 1997 because a significant amount of funds were obligated very late in the fiscal year). For FY 1998, a total of \$36.6 million (34.6 million DA and \$2 million ESF) is required (not including funds that were carried-over from FY 1997). In FY 1999, \$36.2 million (\$35.3 million DA and \$850,000 ESF) is requested and for FY 2000, \$34.5 million (\$34.3 million DA and \$150,000 ESF) is requested. The following comments relate to specific SOs and provide explanation of increases above the Bureau's planning and Congressional Presentation (CP) levels.

SO 1 Hemispheric Free Trade: The Bureau's FY 1998 planning level of \$5.7 million DA and \$2 million ESF is expected to be sufficient to implement the planned program during this fiscal year. These amounts include \$1.3 million for a new grant with the ILD and \$2 million ESF for activities relating to the Windward Islands. For FY 1999, LAC/RSD is requesting \$6.7 million, including \$2 million for the second tranche to ILD and \$700,000 ESF for the Windward Islands. The amount requested is \$2.4 million more than the CP level. The lower CP level was based on the amount requested in last year's R4, which reflected only remaining mortgage in the HFTE project--not what would actually be needed to continue the program beyond FY 1998. Unless the currently planned FY 1999 level is increased, significant reductions in SO activities will be required, particularly related to IR 2 (Trade and Labor Management/Relations), food safety and sustainable trade. IR 1.4 (Environment and Trade) would essentially end as no funds were previously requested for this IR beyond FY 1998. LAC/RSD requests \$4 million to support SO activities in FY 2000, including \$1 million for environmental activities. This amount is \$1.5 million more than the Bureau's target for the objective; however, the funds are necessary for the continued implementation of Summit initiatives in labor, food safety and FTAA.

In addition to the resources requested above, LAC/RSD expects to receive approximately \$500,000 in each of FY 1998, FY 1999 and FY 2000 from the Global Bureau's Prime Fund.

Although a decision on how to program these funds has not been finalized, one possibility is to provide them to ACCION International to continue their microenterprise lending program or to obligate the funds through a Global Bureau mechanism.

SO 2 Improved Human Resource Policies: The planned FY 1998 level is adequate to achieve the target results under this SO. The \$2 million planned in FY 1998 includes \$500,000 for implementation of the U.S. Brazil Partnership for Education, signed by the Secretaries of Education for the U.S. and Brazil. In addition to the \$1.4 million included in the FY 1999 CP for implementation of PERA, a second tranche of \$500,000 is requested to continue the U.S. Brazil Partnership for Education. An additional \$1.5 million in FY 1999 will be required to support LAC Regional Summit education initiatives. For FY 2000, LAC/RSD requests \$3.0 million to continue implementation of SO activities and Summit initiatives.

SO 3 Health Services and Policy Interventions: For FY 1998, \$4.9 million is required to implement the approved program and achieve the performance targets. This is \$100,000 more than the Bureau's current planned level of \$4.8 million for this SO. The additional \$100,000 is needed to incrementally fund the Family Planning Management Development activity under the Policy Reform Results Package, which was initiated last fiscal year, to focus on NGO sustainability in the region. For FY 1999, LAC/RSD is requesting a total of \$6.442 million, or \$1.770 million over the FY 1999 CP level of \$4.672 million. This increase is necessary primarily to: (1) initiate funding for a new family planning quality activity, (2) continue activities being started in FY 1998 in the IMCI program that combat anti-microbial resistance, (3) continue funding for the Family Planning Management Development activity, and (4) emphasize activities related to community mobilization under the IMCI program. For FY 2000, LAC/RSD is requesting approximately \$6.803 million, \$1.448 million over the Bureau's target level, which is necessary to continue efforts in infectious diseases and family planning quality. Along with the additional resources requested, for FY 1999 and FY 2000 there is need to adjust the allocation within the Child Survival and Other Diseases funding account to accommodate the need for more unrestricted health funds and less Child Survival funds.

SO 4 Protection of Parks and Reserves: The Bureau's planned level of \$5 million in FY 1998 and the FY 1999 CP level of \$4.5 million in FY 1999 are expected to be sufficient to achieve the objectives of the SO and to continue support for the program funded staff. For FY 2000, LAC/RSD is requesting \$5 million. At these levels, the Parks in Peril program will be able to continue its expansion into new sites (co-financed by LAC Missions).

SO 5 Democracy: For FY 1998, LAC/RSD will require \$6 million to maintain the current level of activity under the SO and to initiate three new activities in decentralization, accountability/anti-corruption, and freedom of information. This amount is \$200,000 more than the Bureau's planned level of \$5.8 million and is needed to monitor/assess the Colombian peace process and for a "Women in Democracy" conference. For FY 1999, LAC/RSD's DA request is consistent with the \$5 million CP level; however, \$150,000 ESF is required to continue the Summit freedom of information activity which is being initiated in FY 1998. In FY 2000, it is estimated that \$5.5 million DA and \$150,000 ESF will be

needed, which is \$150,000 ESF more than the Bureau's target level of \$5.5 million. These additional funds, again, are needed for the freedom of information activity.

SpO 6 Training of Leaders and Potential Leaders: The Bureau has its FY 1998 planning level and FY 1999 CP level for the Georgetown earmark at \$11 million and \$10 million respectively. For FY 2000, the Bureau is planning for a level of \$10 million. A new five-year \$50 million Cooperative Agreement is being developed to accommodate this level of funding.

Proposed Environmental Partnership Program: The Bureau has identified \$3.2 million of FY 1998 resources for initiation of an environmental partnership, of which \$1 million has been earmarked for use under the Development Credit Authority. Initial planning for the partnership indicates a need for an additional \$7.6 million over FY 1999 and FY 2000. The partnership proposal being developed will refine these estimates. No additional staff or OE will be required for the development or implementation of the partnership.

2. Prioritization of Objectives - The priority ranking of objectives of the LAC Regional program take into account: (1) relationship of objective to, and its importance in, achieving Summit objectives; (2) SO performance; (3) U.S. foreign policy interests in the LAC region; (4) the comparative advantage of the LAC Regional program in continued involvement in the sector; and (5) other donor involvement in the sector. Ranked from the highest priority to the lowest, below is the ranking of LAC Regional SOs:

SO 2 Improved Human Resource Policies: This objective is the highest priority for the LAC Regional program and will be critical to the implementation of Summit initiatives. Labeled the "Education Summit," the Santiago Summit recognizes the importance of human resource development to the alleviation of poverty in the hemisphere. Initiatives being pursued under the SO will increase the capacity of NGOs to continue pressing for education reform and improving school performance. Through this SO, LAC/RSD has led the way in identifying characteristics of problems that prevent many of the region's schools from meeting the challenges posed by new economic and political realities and in formulating and disseminating solutions. Over the next several years, the LAC Regional program will work with LAC governments to support policy options to meet Summit objectives. The U.S. Brazil Partnership in Education is one such example.

SO 1 Hemispheric Free Trade: Free trade and equity concerns continue to be the second highest priority for the LAC Regional program. LAC countries are our largest trading partners with tremendous additional potential as the LAC and U.S. economies become more integrated. The SO responds directly to Summit commitments to establish the Free Trade Area of the Americas by 2005 and to make trade liberalization and environmental policies mutually supportive. Addressing issues of equity and access to markets by smaller economies and small and medium-sized enterprises is critical to the success of the FTAA process and is a major focus of the LAC Regional program. The SO also advances U.S. interests on labor and promotes LAC environmental competitiveness. Activities in property registration, food safety and poverty alleviation address second generation reforms which will be a focus of the

Santiago Summit. This SO is a high priority for additional budget resources because of past low budget levels.

SO 5 Democracy: Democracy is one of the central themes of the Summit process and will be a focus at the Santiago Summit meeting. LAC Regional efforts have made a significant contribution to the strengthening of democracy in the LAC region. Our program continues to support regional institutions which are vital to deepening democracy in the hemisphere. We propose to initiate several important initiatives in decentralization, justice and anti-corruption which continue the successful work started under the LAC Regional program and advance Summit initiatives.

SO 3 Health Services and Policy Interventions: The results to be achieved under this SO will significantly contribute to the achievement of Summit objectives to reduce infant and maternal mortality in the LAC region. There is strong support among international and regional institutions, LAC governments and the private sector to strengthen the health care systems in the hemisphere. Missions also devote substantial resources to these programs. While the LAC Regional program plays an important role in developing health care standards, disseminating information about those standards and best practices, and increasing in-country capability to assess health sector problem if fewer resources were available, the objectives of the program could ultimately be met by stretching out available resources over a longer period of time. However, doing so, would mean that we would not be able to initiate new initiatives in family planning quality and infectious diseases.

SO 4 Protection of Parks and Reserves: As has been described, the accomplishments under this objective have been substantial and the PiP program is expanding into several new sites. The SO contributes to the Summit objective to preserve the hemisphere's biodiversity and we would like to continue funding for this successful and important program. This program has been successful in attracting large amounts of funding from other donors at both national and local governments. Several Mission programs also co-finance PiP activities and could, if necessary, fund aspects of PiP activities in their countries.

SpO 6 Training of Leaders and Potential Leaders: This is the lowest priority as the ATIE program and the current Cooperative Agreement with Georgetown University are coming to an end. Although training is an important factor for lasting improvement in the economic and social conditions of the region, a regional participant training effort is not among the highest priorities for the LAC Regional program. Training is incorporated into Mission objectives where it is thought to be particularly important.

3. Linkage with Centrally Funded Mechanisms - Resources needed to obtain services and support from the Global Bureau and other central bureaus are noted in the Field Support Table. LAC/RSD collaborates closely with the Global Bureau and PPC technical staff on design, implementation or evaluation issues concerning the LAC Regional program and makes use of centrally-funded mechanisms to supplement Bureau implementation whenever it is possible and advisable to do so. As can be seen from the Field Support Table and from the brief descriptions below, LAC/RSD is drawing upon the Global Bureau for

critical services under each of its SOs. PPC and Global Bureau staff continue to fully participate as SO Team members.

SO 1 Hemispheric Free Trade: LAC/RSD will continue to require Global Bureau support through LAC TECH for HFTE management. Global Bureau support is also required for labor, microenterprise and environmental activities. LAC and the Global Bureau co-finance a senior environmental law advisor and an associate to support HFTE and other environmental law interventions.

SO 2 Improved Human Resource Policies: One senior education policy advisor is funded through the Global Bureau's Advanced Basic Education and Literacy (ABEL II) project. We anticipate the use of other Global Bureau projects for the implementation of the U.S.-Brazil Partnership for Education.

SO 3 Health Services and Policy Intervention: With the exception of the vaccination program, Global Bureau implementing agencies are included as partners in the design, development and implementation of activities. This access to the world-class technical expertise they embody, in combination with the political and institutional strengths of PAHO, will contribute significantly to the success of this SO. Global Bureau mechanisms are also used to provide a critical supplement to LAC/RSD's technical staff.

SO 4 Protection of Parks and Reserves: Four program-funded LAC/RSD/ENV staff are managed through G/ENV or G/HCD: two USDA RSSAs, the Caribbean Regional Environmental Advisor, and the AAAS Fellow.

SO 5 Democracy: LAC/RSD/DHR plans to obtain the services of one democracy fellow through the Global Bureau's fellows program.

SpO 6 Training of Leaders and Potential Leaders: This Special Objective does not require Field Support.

4. Workforce and OE - LAC/RSD has two inter-related roles within the Bureau which continue to influence workforce and other program management requirements. First, LAC/RSD provides essential staff support to the LAC Bureau's Assistant Administrator, DAAs, other parts of the Bureau and LAC field missions. RSD defines and anticipates, analyzes and responds to LAC political, strategic, policy and program trends relating to sustainable development and United States foreign policy. Effective collaboration with our partners in the hemisphere as well as with the IDB, the World Bank and other donors is essential to the success of our efforts. A most notable example of the critical role LAC/RSD plays is the enormous influence it has had in shaping the agenda and proposing "deliverables" for the upcoming Santiago Summit.

LAC/RSD's second role is to oversee design and implementation of the LAC Regional program, the Bureau's second largest program in terms of annual obligations at approximately \$37 million in FY 1998. This uniquely regional program responds directly to Summit

initiatives and is the main vehicle to implement the Plan of Action which will emerge from the Santiago Summit meeting. LAC/RSD staff work very closely with technical staff in PPC, Global Bureau Centers and field missions. To implement the LAC Regional program, Global provides RSD with access to centrally funded program instruments that meet needs for short and long-term technical assistance.

Serving Agency and Bureau goals through the Regional program, LAC/RSD staff work very intensively with LAC Missions, other Agency partners (PPC, Global, M and other regional bureaus), numerous other USG agencies, and other donor organizations. Some partners are specific to the region (such as the IDB, OAS and PAHO) and others (like the World Bank or U.N. agencies) have strong divisions devoted to LAC interests, while others are U.S.-based NGOs either entirely focused on the LAC region (e.g. The Nature Conservancy, Partners of the Americas) or have significant sections with LAC expertise.

Workforce: Taking its dual roles into account, LAC/RSD program workforce projections and travel requirements are as follows:

	FY 1998	FY 1999	FY 2000
USDH Staff	20	20	20
Program Funded Staff*	7	7	7
OE Travel	\$75,000	\$100,000	\$100,000

*In addition, six fellows, TAACS and advisors are managed by the Global Bureau.

Operating Expenses: LAC/RSD staff involved in the management of the LAC Regional program and a wide range of sectoral and intersectoral issues, require OE funds sufficient to permit frequent travel to: (1) review/monitor LAC Regional and Summit activities in the field, and observe, consult on and assess subregional and bilateral activities; (2) attend regional or subregional meetings of USAID technical officers; and (3) participate in frequent, key program-related meetings of donors and counterparts in the region in order to facilitate coordinated or joint financing of programs. The shortage of adequate OE funds to permit even annual site visits by direct hire staff to monitor implementation and program accountability continues to be problematic. While LAC/RSD continues to take maximum advantage of mission-funded travel to review regional activities and conduct other essential business in the same or adjacent countries and while travel will continue to be carefully monitored to ensure that it is essential, nonetheless, a minimum of \$100,000 per year will be required for FY 1999 and FY 2000. This increase is necessary to follow up on design and implementation of Summit initiatives.

In FY 1998, LAC/RSD will require an additional \$15,000 OE for the democracy officers conference planned for September 1998. The training conference is being organized by G/DG and will include, at LAC/RSD's expense, an additional day on decentralization.